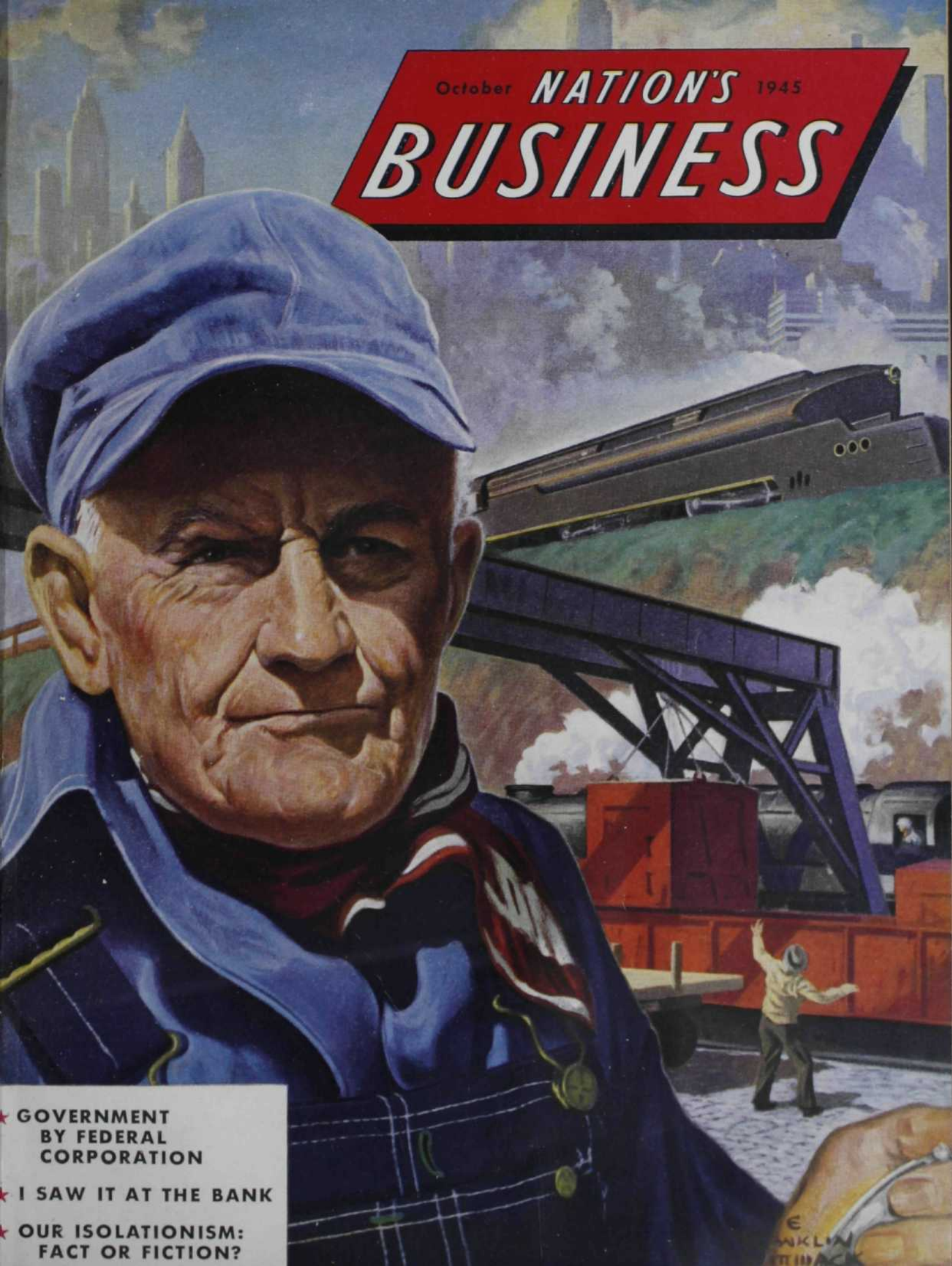

October
NATION'S
1945
BUSINESS
★ GOVERNMENT BY FEDERAL CORPORATION
★ I SAW IT AT THE BANK
★ OUR ISOLATIONISM: FACT OR FICTION?

# Why INDUSTRY LIKES TO BE ON THE PENNSYLVANIA RAILROAD



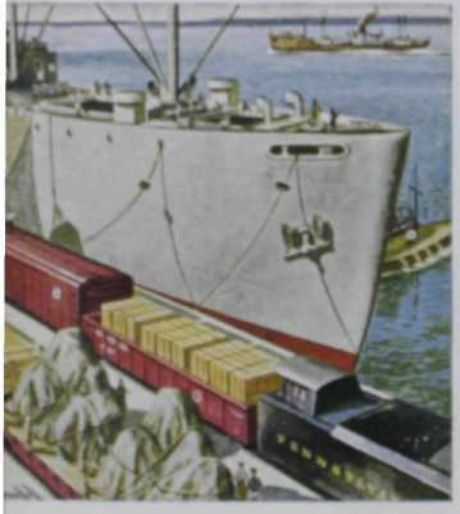
**IT'S LIKE BEING ON THE MAIN STREET**—in a market large and versatile!



**SO MANY DIFFERENT TYPES OF CARS** and services to handle and speed your products.



**PICKUP AND DELIVERY SERVICE** that is not only extensive, but widely experienced.



**DIRECT SERVICE TO MANY PORTS** along the Atlantic Coast; also on the Great Lakes.




**UNINTERRUPTED SERVICE** through main gateways to and from the West, South, Southwest, New England, Canada and Mexico.



**EXCELLENT PASSENGER SERVICE.** Customers can easily come to your plant.

TWO THINGS make a manufacturing success. First, what you make, and how well you make it; second, how quickly and economically you distribute it.

The answer to the second part is found in the service offered by the Pennsylvania Railroad. That service is so broad in scope yet so fitting in its application to individual needs that more industry is located along the lines of the Pennsylvania than along any other railroad.

If your company is planning to relocate or build additional plants, Pennsylvania Railroad Industrial Agents in Chicago, Indianapolis, Pittsburgh, Philadelphia and New York will appreciate the opportunity to place at your disposal data on available buildings and sites in the 13 states and District of Columbia served by this railroad. Please communicate with them.



**PENNSYLVANIA RAILROAD**

*Serving the Nation*

BUY UNITED STATES VICTORY BONDS



# Here comes a blue star turned into a blue chip

THE sooner those boys step off your service flag (or someone else's) into your business, the sooner you're going to have a new lift, unlike anything you've felt for years.

Employee training? They're the finished products of the greatest program of finding and developing skills this world ever saw.

Morale getting a little low around the place? A few of these lads with their eagerness to get back and get ahead will snap it up in a hurry.

Discipline a little lax? These boys are the essence of discipline at its best. And they'll *keep* it, because they know they could not coast on their war jobs—they must *progress* on their peace jobs.

There are men with practically every skill you could possibly want, *and we mean skill.* Those skills are good enough to lick the toughest job the world ever saw. Use them to help you lick the business problems ahead.

These men are blue chips.

*Published in cooperation with the War Advertising Council with the gratitude and pride all Americans feel for our fighting men —by The B. F. Goodrich Company.*



# *COMFORT IN THE SKIES!*



Pilots, bombardiers, navigators need comfortable seats on the long hops on Pacific missions. The seats must be light in weight. Plane manufacturers turned to the General Fireproofing Company, largest manufacturer of light, strong aluminum chairs, to build this equipment.

Here's another story of how something big grew from a little idea Alcoa planted in someone else's factory.

Seventeen years ago Alcoa conceived the idea of making aluminum chairs and perfected a process for welding them. Some were manufactured. Sold readily. Proved good.

In 1930, Alcoa's know-how on making chairs was passed along to General Fireproofing who wished to add aluminum chairs to its line of office furniture. Even Alcoa's designs and patterns were taken over by G-F. By 1940, a business that ran well into the millions had been built up by G-F on aluminum chairs. G-F had improved the design and actively promoted sales.

Then came the war . . . and lightweight, comfortable chairs for crews of B-29 Superfortresses and all types of planes down to the smallest fighters. Seats for the Navy, too . . . G-F builds aluminum chairs for battleships, cruisers, and destroyers.

"Seats for You" are what G-F looks forward to making again... aluminum chairs whose origin goes back to a helping hand Alcoa extended to a new customer years ago.

Recognizing that America prospers only as all business prospers . . . providing additional jobs and security for millions of workers . . . Alcoa stands ready to assist any manufacturer, small or large, in making better things from Alcoa Aluminum. ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh 19, Pennsylvania.

**ALCOA** **FIRST IN ALUMINUM**

ALCOA
ALUMINUM

# *Ethyl comes back...*



*You've often missed Ethyl, haven't you?*

*So have millions of other car owners often missed the eager, responsive power of America's finest gasoline.*

*Before long there will be a full supply of top-quality Ethyl. You'll be able once more to keep your tank filled with liquid power that will bring out all the performance that was built into your engine.*

*Knocking and sluggishness will be just wartime memories.*

*Yes—you're really going to enjoy driving again.*

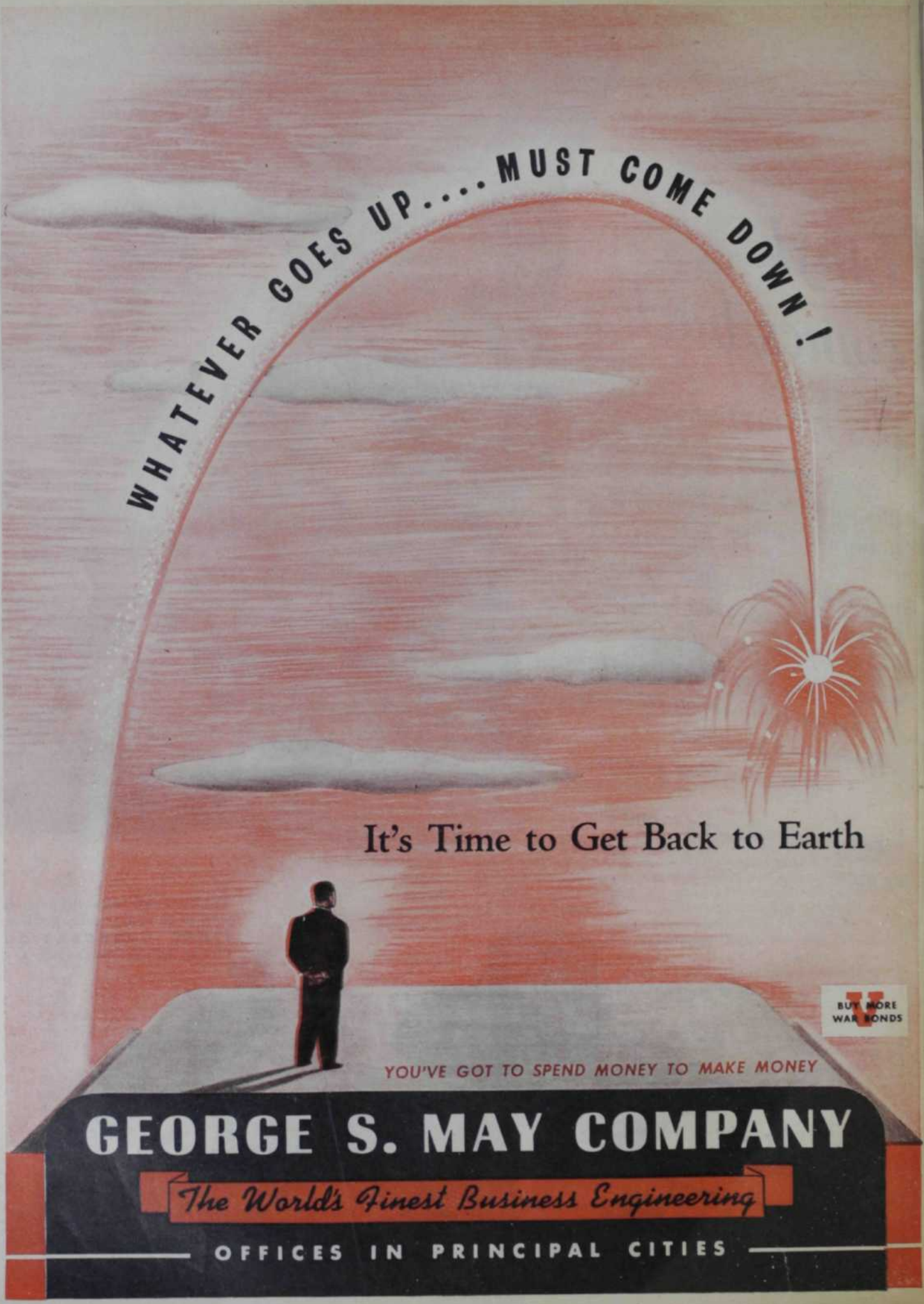
The Ethyl emblem on the pump is your guide to top-quality gasoline.

**ETHYL CORPORATION**

*Chrysler Building, New York 17, N. Y.*




*Look for the* **ETHYL TRADE MARK**


WHATEVER GOES UP.... MUST COME DOWN!
It's Time to Get Back to Earth
BUY MORE WAR BONDS
YOU'VE GOT TO SPEND MONEY TO MAKE MONEY
GEORGE S. MAY COMPANY
The World's Finest Business Engineering
OFFICES IN PRINCIPAL CITIES

# Nation's Business

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 33 — OCTOBER, 1945 — NO. 10



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*Cover painting by E. Franklin Wittmack*


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*The* **CLEAN AIR ZONE**
**is ready to serve the FOOD INDUSTRY, too!**

**Food Must Be *Made* Clean . . .** the public demands it . . . and food manufacturers and processors know what a "good reputation" for cleanliness can mean to sales. In the production of cheeses, beer, and all other food products highly sensitive to contamination, super clean air is a must to prevent spoilage by bacteria and mold spores. So, throughout the food industry, AAF equipment is protecting manufacturers against loss. Our new line of Electronic air filters is designed to meet the need for clean air in every industry.

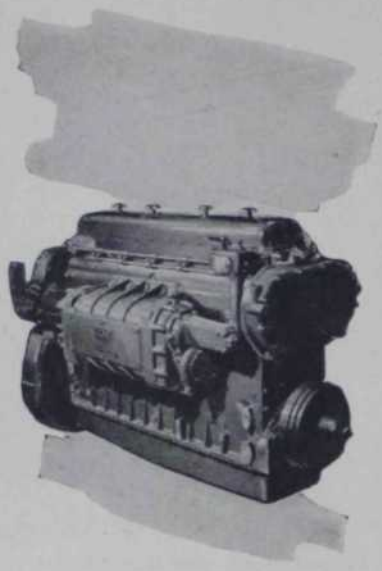
***May We Send You This Book?***




***Of particular interest for—***
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AIR CONDITIONING
PUBLIC BUILDINGS

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In Canada: Darling Bros., Ltd., Montreal, P. Q.

# A MILLION MILES YOUNG



Any number of GMC coaches powered with General Motors Diesel engines have passed the million-mile mark. And they're still going strong. Still pulling upgrades smoother—still faster on the get-away—still turning in upwards of 50% more miles per gallon of low-cost fuel.

One reason is the GM "71" 2-cycle Diesel engine that packs big, tough horsepower into small space and light weight.

Coaches are just one example. These sturdy power plants hand out performance like this everywhere they're used—in tractors, boats, trucks, cranes—driving oil-well machinery, lumber saws and cotton gins.

All through the war GM Diesels have been working side by side with our fighting men, powering landing craft, tanks, tractor bulldozers and all kinds of hard-working machinery.

And as these boys come home, these engines will still stand ready to work side by side with them—ready to provide rugged, long-life, low-cost, easily maintained power in the countless applications of America's expanding industry.

★ ★ ★ ★ ★

**FEATURES OF THE GM "71" DIESEL**

- **Low size and weight per horsepower**
- **Quick starting under all conditions**
- **2-cycle, smoother operation**
- **Easy accessibility of wearing parts**
- **Unit injectors—no high-pressure piping**
- **Maximum parts interchangeability regardless of number of cylinders**
- **Uniflow scavenging—clean burning**
- **Smooth performance at high altitudes**



**KEEP AMERICA STRONG**
**BUY MORE WAR BONDS**

GM
GENERAL MOTORS
DIESEL POWER

SINGLE ENGINES . . Up to 200 H.P.
MULTIPLE UNITS . . Up to 800 H.P. } . . DETROIT DIESEL ENGINE DIVISION, Detroit 23, Mich.

**ENGINES** . . 150 to 2000 H. P. . . CLEVELAND DIESEL ENGINE DIVISION, Cleveland 11, Ohio

**LOCOMOTIVES** . . . . . ELECTRO-MOTIVE DIVISION, La Grange, Ill.




Here is a suspender—so comfortable you don't know it's on—so sure it never skids off. The exclusive swivel action back moves with every motion, gives with every gesture. Try All Elastic Paris Free-Swing Suspenders, $1.50 to $3.50. Also wear Famous Paris Belts and Paris Garters—available at fine stores everywhere.

*A. Stein & Company • Chicago • New York*

**PARIS**

***FREE-SWING SUSPENDERS***

*Can't skid off your shoulders*

# NB Notebook

## Hallowe'en

RETURNING Yanks, their publicists say, resent a little the idea that what they were fighting for was "blueberry pie à la mode." The men don't talk much about bigger issues but they have their minds pretty well set on making that dream of a better world come true.

However, our veterans may not pass up the chance they will have to go bobbing for apples this Hallowe'en. The National Hallowe'en Committee has thrown off its war wraps and intends to stir up some bang-up parties for returning soldiers and children.

We shall see posters, photos, articles and advertising galore as the doughnut and candy people wheel into action, with divisions of apple growers, cider mills and nut purveyors in support.

## Reconversion is not over

THE difference between postwar planning and postwar dreaming has been made plain since the fateful days of mid-August in not a few plants. Sometimes the plans were real and not dream children but the planning director might have found production men too tough to buck on necessary preparations. The engineer could say, "I told you so," when plant reconversion got snagged because the manager had no time or desire to accommodate himself to the preliminaries of a fast change-over.

Management will try and see that the same mistakes do not happen again. This time, to be sure, it was a war but, as many officials see it, fast change-overs may become the rule rather than the exception in the years ahead as the big industrial research laboratories, springing up on all sides, spill out their new ideas and competition attains a pace never before known.

Production men will have to bow to the planners in future reconversions.

## Guns and butter

AS a sidelight on the end of the war and a caustic reminder to government planners who insisted so vehemently on a "bedrock economy," let it be noted that department store stocks in the New York Federal Reserve District on July 31 were 17 per cent above those on the same date last year. Niagara Falls produced the only decline and in Westchester and Fairfield counties the rise over last year was 27 per cent.

Let's admit higher priced lines were more common and that some goods were scarce. But the country came through the greatest war of all time with its producers and distributors properly scorning any such notion as a "bedrock economy," and demonstrating how American business could supply "guns *and* butter."

## Wars and failures

A CHART of commercial failures going back 88 years and drawn from the continuous records of Dun & Bradstreet since 1857 may have some value in forecasting what happens after wars.

One recurrent phenomenon, the credit agency explains, is that failures decrease during war periods and increase in postwar years. There is a time lag of six months to a year before the impact of war or its cessation is reflected in the statistics.

In 1915, World War I failures numbered 22,156 for total liabilities of $302,286,000 before American resources joined the conflict. They declined to a low of 6,451 and $113,291,000 in liabilities in 1919. Inflated prices brought a collapse of inventory values, and failures jumped to 23,676 in 1922 with liabilities of $623,895,000.

Price controls ought to prevent any such inventory crash this time and the condition of industry has been bulwarked in other important ways as well. Thus, the Securities and Exchange Commission reports that net working capital of corporations, exclusive of banks and insurance companies, reached a high record of $6,900,000,000 in the first quarter of this year. Cash hit a high of $24,800,000,000. Postwar credits in refundable taxes amounted to $2,300,000,000 on March 31.

## —And contents noted

POSTMASTER GENERAL Hannegan evidently felt his institution has enough to do with business correspondence to line up with the reformers who want to banish old bromides. So instructions have gone forth to keep the rubber-






AMERICA is in a hurry . . . it wants consumer goods and wants them fast.

So, bring on your 6 million automobiles . . . bring on the millions of refrigerators, washing machines, radios, and tires.

*The Erie Railroad is ready NOW* to rush raw materials to manufacturing plants . . . to speed finished products to consumer markets at low cost.

You can rely on the Erie for swift, dependable transportation, geared to the greatest peacetime production era in all history.

# Erie Railroad

**Serving the Heart of Industrial America**

ERIE

stamp expressions out of departmental letters.

"Yours of the 20th received and contents duly noted." R. H. Morris, correspondence consultant, who has put in his program at the Mutual Life Insurance Co. of New York, blasts this one with (1) So you are not answering an unreceived letter (2) You really read his letter. And he has a long list of other "letter ghosts" as he calls them. Words and phrases that haunt letters and give their readers the creeps.

Putting his case on a solid cost foundation, Mr. Morris says the average letter costs 75 cents and if valuable dictating and typing time is used to write 100 words when 50 will be clearer then there is waste in dollars and cents besides the wear and tear on customers and others who fail for good reasons to understand what you are driving at.

## Lend-Lease ideas

ACKNOWLEDGMENT comes from official British sources that one of the greatest benefits derived from Lend-Lease and Reverse Lend-Lease was the pooling of ideas as well as resources. The shaping of foreign trade competition between the U. S. and Britain may well be influenced by what she picked up from us during the war, judged by the emphasis now placed on reducing unit costs by the application of modern machine methods.

Besides machines, Britain is also taking to heart what was learned about "training within industry" through which 1,500,000 supervisors were trained in the four techniques of job instruction, job relations, job methods and program development.

This system was introduced in 1941 in this country and the results were so notable that the British Ministry of Labour sent over special representatives to study it.

"Training Within Industry" was adapted to British conditions and the Labour Ministry established a special center for instruction in the new methods. The British Information Services report that 8,000 supervisors have taken the first course at the center.

"Many British industrialists," the Services add, "have stated that the course is 'the most stimulating experience which has been available to industry for many years.'"

## Not for sale

TEARS for the hardships suffered by small town retailers have leaked over many a committee table in Congress and it is refreshing to get another side of the story. This side explains, incidentally, why so many small town retailers stay in their bitter business.

C. M. Swezey of Swezey & Newins, Patchogue, N. Y., heads his article in the bulletin of the National Retail Dry Goods Association with this title: "Maybe the Smaller Store Hasn't a Chance but Here's One that Isn't for Sale." And he starts right off:

"I would rather be a small town independent retailer than anything else on earth."

Patchogue on Long Island is a town of about 10,000 and Mr. Swezey's store does something under half a million a year. Hearing and reading about all the postwar plans of the chains and the aggressive competition that was coming from all directions, Mr. Swezey proceeded to "add up the score" not on this account alone but because he had received three offers to sell out, "lock, stock and barrel."

In "adding up the score" Mr. Swezey reached the simple conclusion that you can't mass-sell style, quality or prestige in a town like his.

"As long as some people are price conscious and some expect services and exclusiveness of style," he explains, "you'll never standardize retailing."

Meantime a good buying office, central buying and cooperative purchases will offset some of the price advantages of the mass-sellers. Then Mr. Swezey hits on a point that some retailers often overlook. He writes:

"When you consider the people helping us sell who aren't on our pay roll, it takes your breath away—almost every manufacturer of a nationally advertised brand. Their own advertising staffs, their advertising agencies, their top-flight merchandising and promotion people—they're working for us night and day.

"They know that small retailers give their products national distribution which they require. They know that if we're wiped out, their own market and freedom go out the window too."

## Lady foremen

WHEN the Stromberg-Carlson Co. of Rochester made a survey of supervisor preferences among its women employees, they probably expected to see men get an overwhelming vote with Bogart types in the lead.

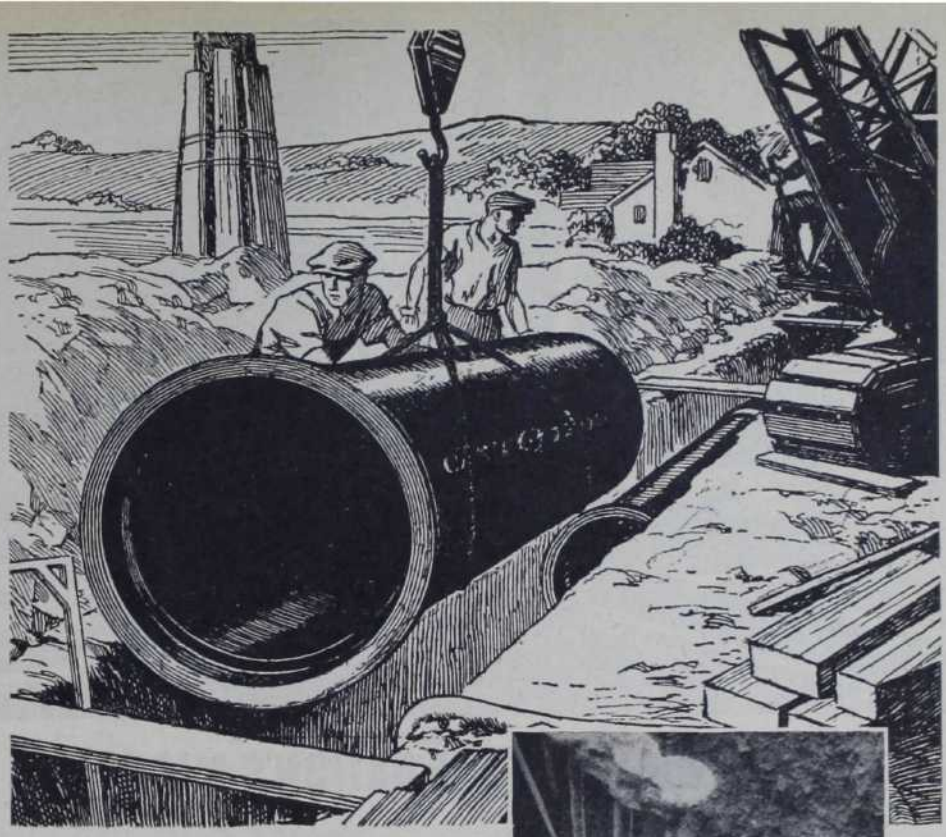
What they found out was that 51 per cent believed the sex of the supervisor made no difference whatsoever, while 35 per cent preferred men foremen and 14 per cent favored women. So the company concludes that in the future more women supervisors will have jobs in industry.

The highest vote on age preference went to the 30-40 year old supervisor with 40 per cent. Thirty-seven per cent considered the age factor unimportant.

No. 1 on the qualification check-up of the "good" supervisor was "has thorough understanding of his job," followed by (2) "is neat, clean and well groomed", (3) "is pleasant, amiable and good natured," and (4) "criticizes quietly and constructively."

## Character loans

IN a well-reasoned blast at label thinking which talks of "government versus business," "labor versus management," "common man versus capitalist," "big business versus small business," and



More than 100 years-old cast iron pipe still serving in New York, N. Y.

Soon you will see pipe jobs like this all over the country in long-deferred water works and sewerage construction. And, generally you will find it is cast iron pipe, identifiable by the "Q-Check" mark.

Cast iron pipe is known the world over for long life and economy. That is why it is so often referred to as Public Tax Saver Number One. Fortunately, cast iron pipe foundries are ready *now* to produce the vast tonnage soon to be required for these public improvements. In commonly used sizes, cast iron pipe is available now. Cast Iron Pipe Research Association, Thomas F. Wolfe, Research Engineer, 122 S. Michigan Ave., Chicago 3.

CAST IRON

# CAST IRON PIPE

SERVES FOR CENTURIES



BASIC IN BUILDING THE NATION'S MIGHT IS

*American Ore*

Have you ever stopped to consider where and how America gets her almost inexhaustible supply of metal? The answer is to be found in one of the nation's richest natural resources—the gigantic ore deposits located so strategically throughout America. • Unquestionably, these mineral fields have been basic in building the productive might of this nation. The location, quality and quantity of America's ore deposits helped speed industrial growth and aided the advent of full mass production. Moreover, in time of war these metal-bearing minerals became one of America's most valuable fighting resources. Each wartime year saw an increase in the amount of ore mined. The production of iron ore, for example, increased about 63,000,000 tons over non-war years. In virtually every field of mining, increased production goals were met. Moving millions of tons of ore yearly, we of the Baltimore & Ohio are keenly aware of the tremendous task handled by the mining and allied interests. It is with real pride that we congratulate America's ore mining, smelting and refining industries on their splendid job.

R. B. WHITE, *President*

IN 1944, NEARLY 100,000 CARLOADS OF ORE MOVED OVER B & O'S BUSY 11,000 MILES OF TRACK !

LINKING 13 GREAT STATES WITH THE NATION

B&O




BALTIMORE & OHIO RAILROAD

"farmer versus factory worker," R. T. Haslam, vice president of the Standard Oil Company (N. J.) recently made a strong plea for unity before the Chamber of Commerce of New Brunswick, N. J.

His address was printed in *The Lamp*, official publication of the company. The word "versus" Mr. Haslam contended, actually becomes a "virus" of disunity.

Giving point to his remarks about labor and management, he brought out that all directors of New Jersey Standard are workingmen and they came up from the ranks.

Just to make clear that opportunities are not restricted to the company itself but are extended to capable outsiders, Mr. Haslam summarized the company's Business Assistance Plan when he came to the section of his talk dealing with the label "big business versus small business."

The way to help small business, he holds, is not to destroy big business but rather to find ways of making the advantages which big business enjoys available to small enterprises.

Chiefly this is lack of knowledge. So the company supplies this and other tools that are needed, including money. The loans are not based on collateral but are largely character loans. Up to the war $2,000,000 had been lent on this basis and the losses were less than 1.7 per cent.

## Estimating production

V-J DAY caught the Committee for Economic Development, like others, assuming that 1947 would be the first full year after victory. Nevertheless its careful estimates of what American manufacturers might expect in 1947 were not voided but probably just moved forward a year.

Fifty marketing specialists under T. G. McGowan of the Firestone Tire & Rubber Co., as chairman of the CED Marketing Committee, spent 18 months on the study which was based on reports from 1,406 individual manufacturers and 158 trade associations.

American manufacturers plan to produce 41.6 per cent more goods in '47 than in '39. Durables will jump 50.3 per cent, miscellaneous items 40.2 per cent and non-durables 35.7 per cent.

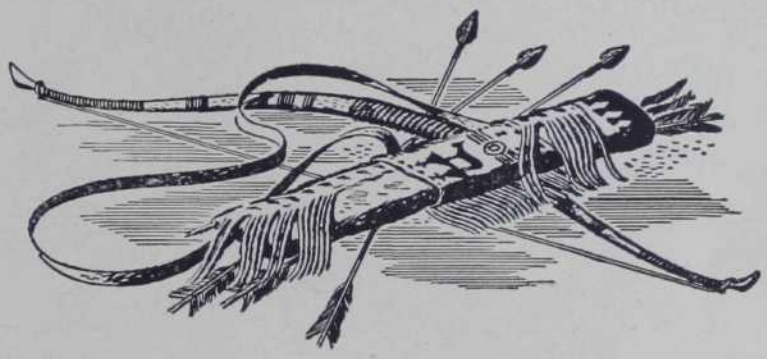
Percentage-wise the gains estimated for the first three industries in the durables groups are: automobiles and automobile equipment, 75.8; transportation equipment except automobiles, 74.3; electrical machinery, 56.2.

In the non-durables: tobacco products, 69.4; chemicals and allied products, 58.2; and rubber products, 47.3.

To get this production rise the labor force will be increased 33.7 per cent over '39.

"Improved machinery, better methods and continuing increase in the efficiency of the American workman will make it possible," the committee explained, "for the production to rise in greater proportion than the number of employees."

# Bows and Arrows would never have beaten a panzer division



*How can business battles be won with bow-and-arrow equipment?*



You gave the men and women, now returning from the services, the finest equipment the world ever saw—and they won the war.

Peacetime equipment has improved just as much as have war weapons, and modern machines are equally essential to win the battles of peace. *And returning veterans know how to use these new business weapons.*

They have been using Addressograph-Multigraph equipment to handle Army and Navy payrolls, shipping documents, personnel records, production orders, stock records, purchasing, invoicing, for "dog tags," and in scores of other jobs—and they have seen their new equipment cut out waste motion, eliminate errors, get the work out faster, improve efficiency at every step.

These are the same jobs you have in business. The same new equipment can give you the same important savings. Veterans want and deserve it, for they know it helps them produce more and so be worth more to you. You and they *both* benefit.

Orders can be scheduled now for delivery. Telephone our local office or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio. Sales Agencies with service and supply departments in principal cities of the world.

**Addressograph—Multigraph**

TRADE MARK TRADE-MARK REG. U.S. PAT. OFF.

**SIMPLIFIED BUSINESS METHODS**

Addressograph and Multigraph are Registered Trade Marks of Addressograph-Multigraph Corporation




# *IT HELPED SINK SIX JAPANESE WARSHIPS*

A little over a year ago we told you how a secret device had helped win a great battle. The device came back from the wars, was sealed in a box, and placed in the vaults at Bell Telephone Laboratories.

We couldn't tell you the full story then for security reasons, but now we can open the box and let you know what was inside. It was a magnetron, a kind of electronic tube, installed and operated in Radar equipment on the famous *U. S. S. Boise*.

The Radar was used in night action off Savo Island in the Solomon Island group on October 11-12, 1942. During the engagement, six Japanese warships were sent to the bottom.

Long before Pearl Harbor the Government asked Bell Telephone Laboratories to put its wide experience and knowledge of electronics to work in perfecting Radar as a military instrument. Through Western Electric Company, its manufacturing branch, **the Bell System became the largest source of Radar for our fighting forces.**

This is not surprising for Radar development and production stem from the same roots that produced and continue to nourish this country's telephone system.

**BELL TELEPHONE SYSTEM**

# What's behind the name Levelcoat*

It is more than a name of fine printing paper. Levelcoat is an ideal of more than five thousand men and women at Kimberly-Clark. To them, Levelcoat is a challenge that inspires a never-ending strive for perfection.

Under the most modern scientific methods, our research men constantly seek to achieve a finer, higher quality Levelcoat. The Engineering Department employs all its skill and ingenuity to accomplish these ever higher standards. And the mill operators, through countless devices of quality control, produce this fine printing paper with a uniformity that is recognized throughout the paper world.

Yes, behind the name Levelcoat are the forestry experts, research men, chemists, engineers, technicians and skilled workers. Behind the name Levelcoat are the heads, the hands and the hearts of the Kimberly-Clark men and women.



**KIMBERLY CLARK CORPORATION**

NEENAH, WISCONSIN

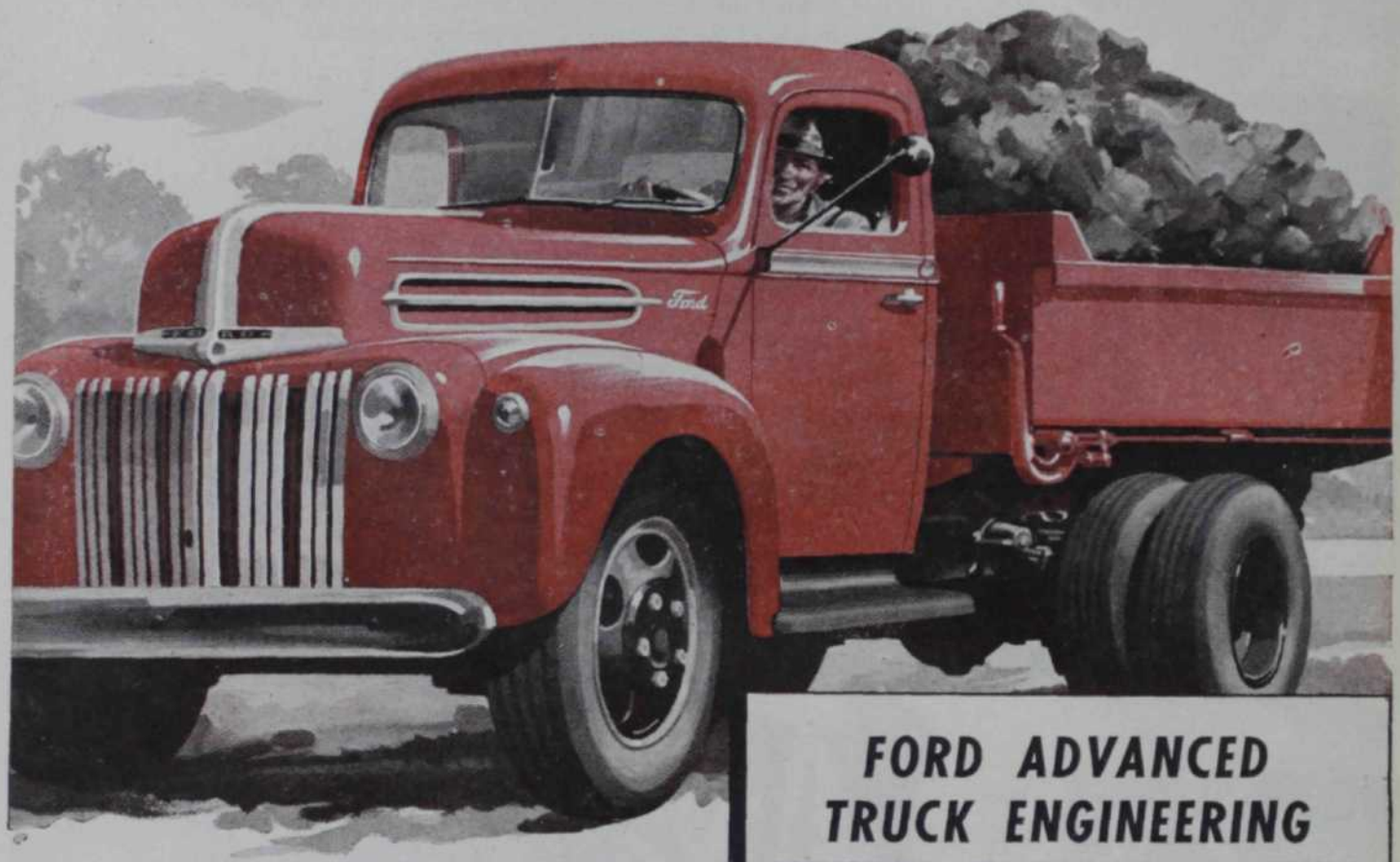
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PERFORMANCE WINS HIGHEST REGISTRATIONS

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**A STILL GREATER 100 HP V-8 ENGINE with NEW Ford steel-cored Silvaloy rod bearings, more enduring than ever in severe service • NEW aluminum alloy cam-ground pistons with 4 rings each, for oil economy • BIGGER, more efficient oil pump and IMPROVED rear bearing oil seal • NEW longer-lived valve springs • NEW improvements in cooling • NEW efficiency in ignition • in carburetion • in lubrication • Far-reaching ADVANCEMENTS in ease and economy of servicing operations.**

**IMPORTANT FORD CHASSIS ADVANTAGES: Easy accessibility for low-cost maintenance • Universal service facilities • Heavy-duty front axle • Extra-sturdy full-floating rear axle with pinion straddle-mounted on 3 large roller bearings • 3 axle ratios available • 2-speed axle available at extra cost • Powerful hydraulic brakes, exceptionally large cast drums • Long-lived needle bearing universal joints • Rugged 4-speed transmission with NEW internal reverse lock.**

# FORD TRUCKS

AND COMMERCIAL CARS

TRUCK-ENGINEERED • TRUCK-BUILT • BY TRUCK MEN




# IT'S ALWAYS A STRAIN MOVING ARMIES

FOR nearly four years we were building up our forces in Europe — to do a job. The job was done — and how!

And now, in the short space of 10 months or less, the millions of men who did the job in Europe are coming home — and along with them, the other millions who did the Pacific job, too. The end of the war does not mean that train travel will be less.

The total train travel this year will be nearly five times what it was before the war.

All this must be done with virtually the same equipment available in 1940, for during the war years the railroad program of buying new cars was halted by the government because of other and more pressing war needs.

This means that now everything that rolls must be pressed into service. Sleeping cars have been taken off regular trains on all runs of less than 450 miles, so that approximately two-thirds of all sleeping cars are now available for troop train service. Coaches are being taken off regular trains. What's left in regular trains must serve not only civilians but a heavy military traffic as well. So travel is difficult for all — civilians as well as soldiers.

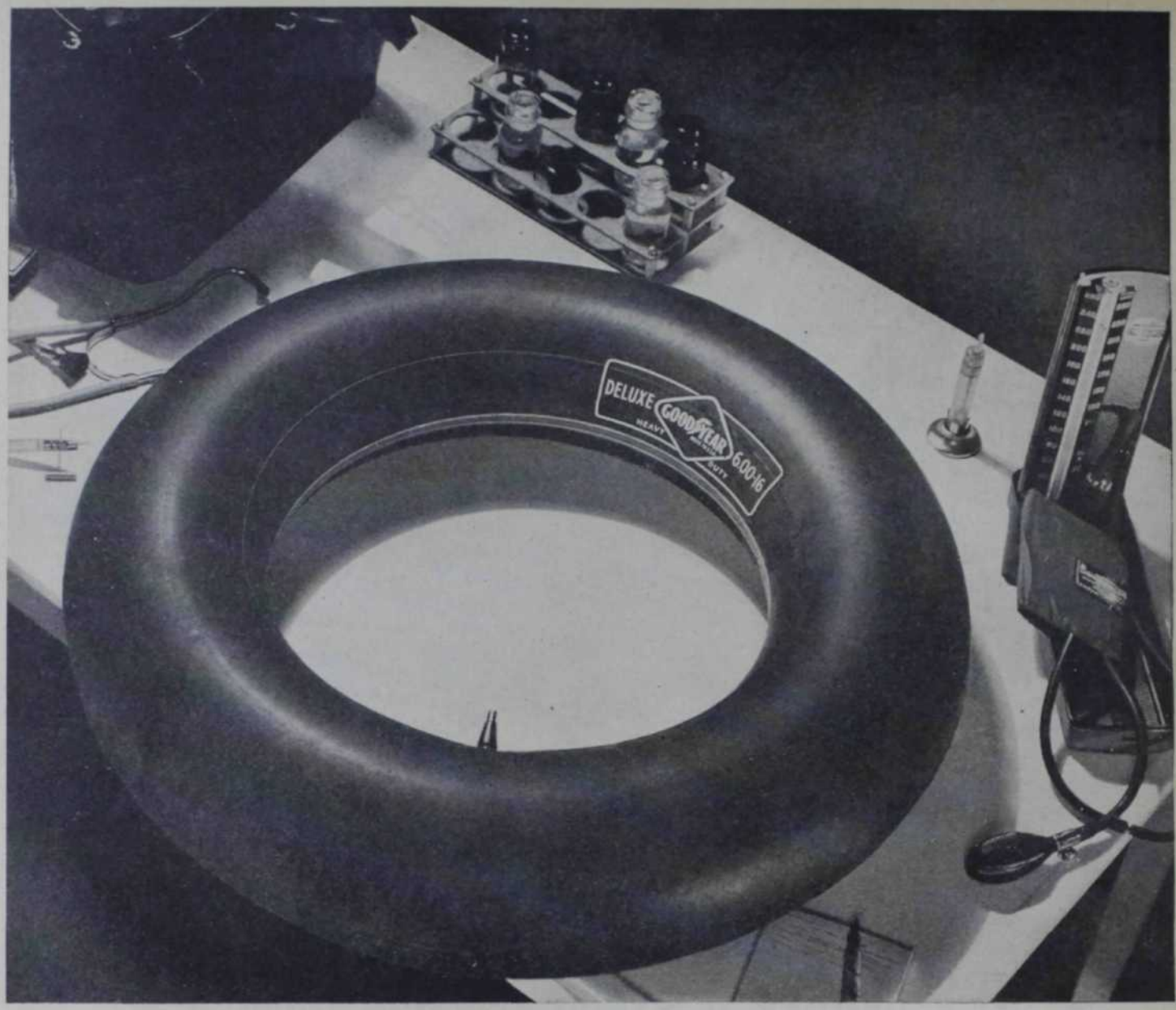
The railroads have two great needs — more cars and more men. Government agencies, military and civilian, are cooperating to recruit the men to help in moving the record load which is just ahead.

Since V-E Day, the government has authorized the building of passenger cars but not many can be completed in time to help meet the present peak travel load.

In the meanwhile, railroad equipment and railroad men are working harder than ever before — for the railroads must do the job with what they have.



**AMERICAN RAILROADS**




# Finding the cure for a tire's heart trouble

## ANOTHER REASON FOR GOODYEAR LEADERSHIP

You are looking at something you probably rarely see or think about—the inner tube of a tire. Yet it is vitally important . . . for *the tube is the very heart of a tire.*

When war sealed off the source of natural rubber, some tires began to develop "heart trouble." The first synthetic rubber tubes were not entirely satisfactory. Some would split and tear, come apart at the seam.

Goodyear chemists, with years of experience compounding synthetic rubber, kept plugging away, working with one formula after another. Finally, they found the elusive combination of chemicals which, together with Goodyear-developed manufacturing processes, today enables the new Goodyear synthetic rubber tube to give outstanding performance. Service records make this new tube the leader in the field.

The superiority of the new Goodyear synthetic rubber tube is the direct outgrowth of Goodyear leadership in rubber research . . . vision to see possibilities, experience to adopt the most promising attack and skill to interpret the results.

***A pioneer in rubber and the world's leading builder of tires, Goodyear also works in many other vital fields — chemicals, metals, fabrics, plastics . . . constantly finding ways of making new and better products for you.***

BUY VICTORY BONDS

GOODYEAR

**THE GREATEST NAME IN RUBBER**

# MANAGEMENT'S *Washington* LETTER

**A last minute roundup by a staff of Washington observers of government and business**

▶PRUDENT BUSINESS POLICY tunes out much of the static of day-to-day legislative excitements emanating from Washington.

President Truman's stupendous 21-point Message to Congress was a neat and scholarly catalog of current pressure-group aims, ambitions, visions; but it was not offered as a legislative program, is not so accepted on the Hill.

Congress leaders often lunch with the President, see him frequently at off-the-record fellowship fiestas. Not in 25 years has understanding and cooperation between the White House and Capitol Hill been so cordial, so informal.

This new "sympatico" up and down Pennsylvania Avenue should be firm notice to business managers that, legislatively, the unexpected is the last thing to anticipate this winter.

But progressive democracy, liberalism, and one-worldism are on the loose, in the oratorical sense. The headlines may be terrific.

▶YOU CAN'T TAG TRUMAN. He's decidedly budget conscious, would like to see a semblance of order and practical administrative efficiency restored in federal finances; but he doesn't operate on slogans and catch-phrases.

He likes the way business has taken hold of reconversion and inclines to give enterprise its head—as long as political sharpshooters will permit.

Remember: As a Border State, Missouri once got caught in the middle of runaway political passions, and was all but ground to bits. Truth is, you'll never catch Mr. T. exactly in the Middle.

But the era of whip-lashing bureaucrats and do-it-now executive orders is definitely over.

▶WHEN a political and journalistic intimate was asked to select from Mr. Truman's public speeches the one sentiment which most nearly epitomized the President's guiding spirit and character, the fellow-Missourian quickly quoted from a vice presidential address at Jefferson City, Feb. 22, 1945. Said Mr. Truman then: "Sound social advancement requires always time and tolerance."

▶CONGRESS takes an alert but not excited view of U.S. needs.

There are some immediate, urgent problems—as tax revision, the draft, unemployment assistance, surplus property. They are getting businesslike attention.

Next are the long range problems on basic national reforms, as social security, public works, education, federal welfare activities. These are important, but not urgent.

Third comes a knotty series of foreign problems, including exchange stabilization, credits, relief, trade relations. All these are in the hands of preliminary exploratory conferences.

The remainder of the legislative grist is called "political hot potatoes." Sixty-million jobs is a typical example. Everybody's for 'em.

No trouble there!

▶SELECTIVE SERVICE is in deep water; must be rescued by President Truman or be washed out soon by a tidal wave of protest mail.

Home folks can't see logic of continuing draft months after end of shootin' war; demand prompt ending of 18-year-old calls.

Congressional experts insist flexible plan would maintain adequate transition forces with voluntary re-enlistments by those electing to remain in service.

Heaviest Congressional mail is on this subject, and all of it points directly to primaries and elections next year.

▶OFFICIAL American position on financial aid to England is that Britain needs assistance and should have it, in our own interest as well as hers. It is further agreed that terms should be something between an outright grant and a bankers' loan. Negotiations provide first big test for Assistant Secretary of State Clayton who will have less trouble pleasing the British than in pleasing Congress. In England, Clayton persuaded British to agree to four-point agenda for conversations: 1. Financial assistance; 2. Lend-lease settlements; 3. Disposal of surplus property; 4. Commercial policy (which covers Empire

preference, cartels, British debts to dominions) to promote easier international trade. Thus President can tell Congress that American help to Britain has a true business basis.

▶BUMPER CROPS now being harvested promise abundant U.S. food supplies for the coming year.

Current crop report shows comfortable surpluses in corn, wheat, oats, rice, potatoes, hay.

Only rye, among the grains, will be in short supply, the 1945 crop showing an estimated 28,000,000 bushels, against a 10-year average of 42,000,000.

Tobacco likewise shows a bumper yield —almost 2,000,000,000 pounds this year, an increase of 50 per cent over the 10-year average.

▶LIVESTOCK FEEDS per unit of animal population are the largest available in 25 years.

Pastures are "excellent" and range feed conditions "good to very good" except in parts of the Southwest and Pacific Northwest.

These conditions foretell a surplus of meat, poultry and dairy products in the year beginning October.

▶SUGAR outlook is improved slightly by good crop yields following expansion of domestic beet acreage allocations.

U.S. beet crop is placed 39 per cent above last year's, but still two per cent below the 10-year average.

Assuming average refining yields, domestic beets should give 1,350,000 tons of sugar, against 985,000 tons in 1944.

Washington also has opened negotiations for the entire 1946 cane production in Cuba.

Broad outlook is for continuing sugar shortage through next March, at best.

▶FORMAL END OF WAR is obstructed by political maneuvering to delay official proclamation until early 1946. Reason? The law fixing floors under farm prices runs two full years after the formal end of war, but must end on Jan. 1. If Truman's proclamation is dated 1946, floors run through 1948. But if proclamation is dated 1945, floors expire automatically Dec. 31, 1947, leaving 1948 election campaign with no farm floors!

▶OPA's JOB is done, and end of all price-control and rationing operations is definitely in sight. Jan. 1 is logical time to close down remaining items—tin, autos, tires, sugar.

Leaders in House and Senate are certain the price control act will not be extended beyond present expiration date, June 30, 1946. Paid staff in local ration boards already has been cut in half; James F. Brownlee, Deputy Administrator in charge of price operations, has relinquished his post on the plea of health. Washington talk has Bowles preparing to step out soon after the end of the year.

▶PUBLIC DEBT of federal Government now approaches $277,000,000,000 leaving only $23,000,000,000 to go under present statutory ceiling. This margin will be absorbed before end of current fiscal year, next June 30.

If federal budget for fiscal '47 shows a seventeenth consecutive deficit, Congress will face an executive demand to hike the debt limit.

▶SOCIAL SECURITY is heavily in the red, according to preliminary findings of special congressional committee.

On basis of present benefits and recent collections, old-age reserve fund already shows a deficit of more than $16,000,000,000, using standard actuarial methods for estimating future demands from those now covered.

Present old-age payroll tax of one per cent would have to be doubled to make fund solvent in ten years, assuming no broadening of benefits.

Detailed report on fiscal aspects of present program likely will put a heavy damper on proposals to broaden coverage, expand benefits at present rates.

Study committee may recommend that whole security program be placed on a voluntary basis (like veterans' insurance), giving present participants privilege of withdrawing "cash values" accrued during past ten years, and then putting each segment of the revised program on a pay-as-you-go basis.

This would require a gigantic government insurance corporation; but would eliminate many objectionable and costly features of present compulsory program.

Immediate prospect is that Congress will set up an official Social Security Advisory Council to revise program on basis of limited financial draft on Treasury's general funds.

▶NATURAL GAS INDUSTRY anticipates a bonanza expansion era over coming decade. Emergency wartime expansion of gas lines (largely financed by the Government) kept many key industries going

when coal and petroleum fuels were inadequate. This new mileage is now available to serve expanded needs.

New policy of Federal Power Commission will encourage new industrial uses of natural gas in contrast with former policy which allowed extension of pipe line only for supplementary fuels.

An infant industry ten years ago, natural gas now has gained place as a primary industrial fuel.

▶DEHYDRATED VEGETABLES may develop an expanding peacetime market; but keeping qualities are an obstacle to long-time storage of many items.

Department of Agriculture tests demonstrate that corn and sweet potatoes keep best; beets and green beans next; but white potatoes were a fifth, followed by pumpkins and squash. Carrots were poorest in keeping qualities.

Similar tests are under way to rate staying powers of dehydrated fruits.

▶COMMERCIAL AIR LINES have been given an Army contract to fly 25,000 veterans monthly from Newark to West Coast demobilization centers. Five cooperating air lines have been allotted 68 new C-47's and five Constellations—a 30 per cent increase in equipment—and are taking on 750 new pilots, mostly discharged military fliers.

▶FOOD INDUSTRY urges Department of Agriculture to revise its production index base. The 1935-39 averages now in use reflect two bad drought years in '35-'36, plus all acreage reduction campaigns accomplished by Tugwell's AAA.

The former production index, based on average harvests for years 1925-29, was about 15 per cent higher per capita than present base.

U.S. population has shown a net increase of more than 10,000,000 since present base was calculated. Result: A "normal" production in postwar years, based on present index, would leave actual shortages in several basic foods.

Agriculture is only one of several major federal departments which base operations on doctored statistics. Labor Department likewise is challenged by unions on its cost-of-living and employment reports.

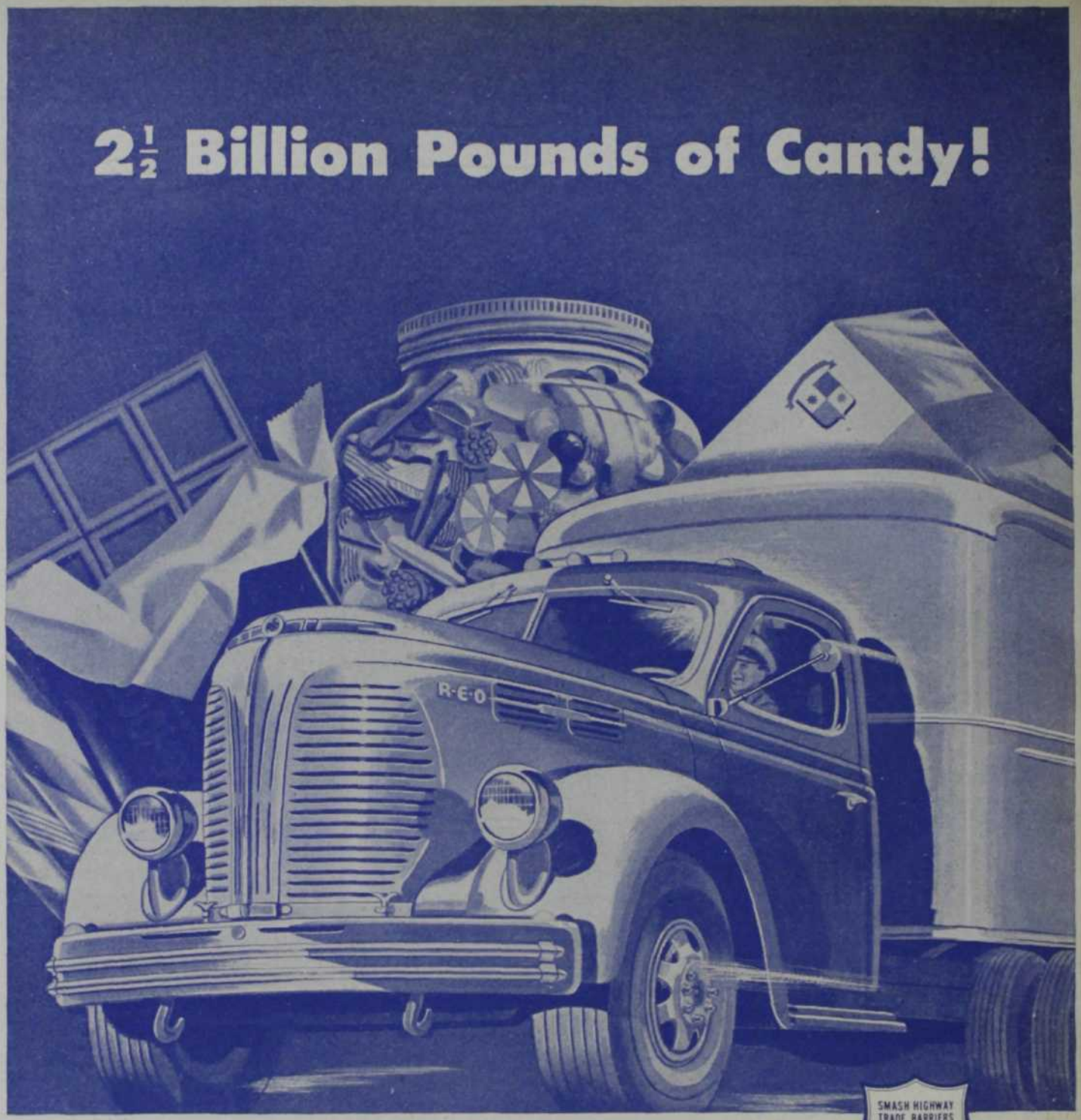
▶GOVERNMENT STATISTICS of every sort are under the political microscope. Since 1933 our federal agencies have shifted the base of practically every government index series, making running comparisons with earlier years impossible for all but trained mathematicians.

The tendency of government agencies is to build up statistical systems which make current operations look good; earlier years then are "adjusted" to the revised formula. In these transitions from old base to new, the actual basis of comparison often is lost.

How, asks Congress, is anything like a "national budget" to be managed on the basis of statistical tables which are themselves open to challenge?

▶WASHINGTON BUSINESS BRIEFS: Federal Reserve says bank records disclose nation-wide tendency to conserve savings, including war bonds; there's no evidence of reckless, spendthrift buying....Tax reduction on individual incomes will be roundly three per cent, effective Jan. 1....Auto industry expects to be turning out 75 per cent of prewar production by December; 160 per cent by next June.... New photo films for civilians must age three months after manufacture; but military surpluses will ease supply meanwhile....U.S. foreign policy no longer contemplates raising world living standards to U.S. level by loans and gifts....Tammany Hall's bamboo telegraph reports that James A. Farley will seek Mead's Senate seat next year....Harding County, S.D. (Buffalo) showed greatest wartime population increase, 170 per cent; Benton County, Washington, 160 per cent. Most increases around new plants were 20 to 60 per cent....Anthracite industry, encouraged by better manpower picture and more mining equipment, predicts sufficient supply for "comfort on an increasing scale this winter."... Seated after 18 months' army service in Europe, California's new Senator Knowland, proclaims America the light of the world—"to show that a free people can solve their economic problems without surrendering their political and economic freedom."...Forty-three U.S. corporations now list total assets of $1,000,000,000 or more; 27 are banks or insurance companies, remainder rails and industrials, as AT&T, Pennsy, SO-NJ, GMC, U.S. Steel, NYC, Union Pacific, Southern Pacific, Atchison, B&O, Bethlehem, Ford, du Pont....Congress won't grant President authority to reorganize executive agencies until war powers expire....One of OPA's last affirmative acts was to put a ceiling of 50 cents on carnival snapshots in Hawaii—"with Hula Girl, 75 cents."

# 2½ Billion Pounds of Candy!




Much of the 2,561,000,000 pounds of candy produced in 1943 (latest figures available) went to service men and women, and experts estimate the country could have absorbed another 600 million pounds. Despite sugar rationing and shortages of other ingredients the confectionery industry is doing a sweet job . . . and Reo trucks are helping. Operated by manufacturers and wholesalers, and by the Army and Navy at home and abroad, powerful, economical Reos are speeding the distribution of candy and other foods everywhere. Ask your Reo dealer about the big, new, precision-built trucks and tractors which lead off the Reo line.

**REO MOTORS, INC., LANSING 20, MICHIGAN**

*Factory Branches, Distributors and Dealers in Principal Cities*

**REO**

1904 • AMERICA'S TOUGHEST TRUCK • 1945



SIGNAL CORPS PHOTO

**A U.S. government official questions a German industrialist about his plant while Russian slave laborers who worked for him help him refresh his memory**

# World's Greatest Treasure Hunt

**By EDWIN WARE HULLINGER**



**Although our action in former allied regions was "unofficial," the fact is our men didn't miss much**

**EVEN before the First World War was over, the Germans began moving their plants and technical staffs abroad. This time we know better—and are taking no chances**

BIGGEST financial and industrial clean-up job in history is getting under way on four continents as the Allied governments undertake to discover and destroy the far-reaching business tentacles of the Axis.

This clean-up is going on in Germany, in the "liberated" and United Nations and in the former neutral countries, sometimes with the latter's rather tardy and none-too-enthusiastic cooperation.

Under the supervision of the State Department and British Foreign Office in non-enemy countries, and under the direction of the Army in occupied Europe, some thousands of American and British economic sleuths are probing for Axis industrial lines, both underground and above ground, and finding caches of economic and scientific power that could become active if allowed to persist.

They are tracing not only enemy firms, masquerading

under neutral "cloaks" but also research laboratories which could develop future secret weapons, blind bank accounts, patents, securities, bonds—anything that might produce power some day for unrepentant aggressors.

One item alone inside Germany—hidden art objects and jewelry—has been found to total about $1,500,000,000, not to mention caches of gold bars and bullion like that found in the Kaiseroda salt mine.

This is a treasure hunt without precedent in international affairs. The practice in the past has been to distinguish between booty belonging to the defeated government and properties of enemy private citizens. The latter normally got back their holdings practically intact after the ordeal. During World War I, many U. S. firms maintained sinking funds to pay off accumulated earnings of enemy investors.

Today, however, the United States and the other major powers take the position that this distinction does not exist, particularly in the case of international assets. In the German Reich and in Japan, every manufacturer was in partnership with the government. In the Hitlerian era, and before, the German cartels were arms of the official war-making organism.

Inside Germany—and Japan—the people will be left enough peacetime tools to support themselves. But their war-making empires are forfeit.

## Each rules own zone

THE Potsdam declaration announced this policy officially, allotting to the United States and Britain title to Axis interests and securities in the Anglo-American occupied zones and abroad. France will get her share in her own occupation zone. Russia was content with the booty inside her area, plus 10 per cent of the industrial equipment in the other zones, and another 15 per cent which she is to be allowed to buy, making payment in goods.

It is significant that each of the three great powers is supreme in its own territory of occupation. Although we are working closely with our Allies on general policies, we are free to decide what to do about any British or Russian interest in our occupation zones. Conversely, any American claim for restitution or reparations for holdings in an area now occupied by another power depends actually on the mercy of that power.

More important, however, is the basic agreement among the Allies that in all this untangling, they will accord considerations of world security priority over economic interests.

The story of what happened after World War I borders on the fantastic. Even before the Armistice, the German general staff began to move plants, equipment, blueprints and technical staffs abroad. The ink was scarcely dry on the surrender when the giant Fokker airplane factory was dismantled and shipped piece by piece to Holland where the parts were reassembled and production resumed. A Dornier subsidiary was established in Switzerland, across the lake from the parent company. Junkers continued to make planes through a Swedish subsidiary.

Krupp transferred key patents, licenses, and secret processes to Bofors, the Swedish armament company, in exchange for a bloc of stock. Later, Krupp blackmailed the British Vickers company into handing over the large steel rolling mills at Miers, Spain. The Krupp interests sued

*(Continued on page 104)*



ARMY AIR FORCES PHOTO

**Our bombs destroyed this German hangar in two minutes—but it may take us many months to destroy the spirit and resources back of this building**

**FOREMEN carry management's responsibility in doing a job. But if they are to feel a part of management, they must have authority, too**




**Foremen should have information on union contracts and company plans**

# Industry's Forgotten Men

By LESTER VELIE

FOR ONE who has been described as the "forgotten man in industry," the foreman is currently the object of an amazing amount of attention.

The National War Labor Board turned the spotlight on him for four months last year, took 5,000 pages of testimony at hearings in Detroit, Washington, New York and Philadelphia, then issued a 175-page report.

The American Management Association has devoted a score of panel discussions to the foreman in the course of the war years and published 100 documents on him.

General Motors Corporation has used newspaper advertising to remind the public of its attitude toward the "forgotten man." The *Harvard Business Review* explores the sociological forces responsible for the "foreman's dilemma" in profound articles.

NLRB issues rulings and reverses them, and in directors' rooms throughout the land, there is much soul searching about the foreman.

All this sound and fury signifies a number of things:

1. Unrest of supervisory personnel over real or fancied grievances, an unrest evidenced by the rise of foremen's unions. The most striking of them, the Foremen's Association of America, has progressed in four years from a minuscule social club at the Ford Motor Co. to a membership of 40,000 in 240 chapters in 24 states.
2. Management concern over this unrest and its impact on peacetime operations.
3. A sincere, though belated, effort among most managements to find out what went sour in their relationships with their foremen, and to do something about it before it raises hell with their ability to operate effectively in the competitive peacetime world.

In Detroit, where problems of this sort have a habit of coming to a bubble first, there is a sense of urgency about making the foreman a satisfied and purposeful member of the management family. Top management, looking five to ten years ahead, fears that, should the foreman's restiveness lead to his further unionization, shop discipline will disappear inasmuch as the foreman, as a union member, would be forced to side with his union against management.

For management, then, solution of the foreman problem is the first step in solving a broader industrial relations problem: that of restoring worker discipline and reasserting traditional management functions of hiring, firing, promotion. Worker discipline, as the Mead (Senate Investigating) Committee found in Detroit, went to pieces badly during the war. Under the pressure of meeting wartime delivery schedules, the employer

made the best of it. "Wars are wasteful, anyway, so what's the use?"

But in peace when cost considerations are again paramount, the manager must restore worker discipline and improve worker productivity in the shop or lose the race for markets. It is a fundamental proposition over which many an executive is willing to risk a showdown with organized labor.

To improve worker productivity, competent and loyal foremen are needed. Many employers already have such foremen. Far more, apparently, have not.

The purpose of this article is to explore the reasons for the foreman's restiveness and to review some of the more successful management experiences in improving relations with foremen.

Much has been said, and more written, to prove that the foreman is part of management. It would appear to a dispassionate observer that the foreman who has to be convinced through rhetoric that he is a member of management doesn't actually belong to management.

How do you give him the feeling that he belongs? A good way to start is to find out what's on the foreman's mind.

Guy B. Arthur, Jr., personnel director of The American Thread Co. and, for the record, a caustic critic of management's handling of foremen, conducted his own poll of foreman opinion among "friends and friends of friends known to be good foremen." He concluded that the "current status (this was in 1943) of foremen is unforgivable." Their answers, which Mr. Arthur regarded as shocking, brought to light these things:

1. Half of the foremen said they were unhappy in their work and almost all blamed management.

2. Foremen protested that lines of authority were vague or didn't exist. Most said they had to contend with more than one boss, that their freedom of action was increasingly limited by staff people who performed functions for which foremen believed they should have been trained.

3. Many complained that they are responsible for the job without having the corresponding authority.

4. About two-thirds protested they hadn't been sufficiently schooled in dealing with people, in safety and production, in their companies' basic policies. They wanted a hand in revising existing policies and in fashioning new ones. They wanted to know about management decisions in time to avoid the humiliating experience of learning them from a union shop steward or a subordinate who had learned it from the shop grapevine.

Prof. Sumner Slichter's War Labor Board panel which probed foremen's grievances in 13 companies in the aircraft-automotive and metals industries found that many foremen's grievances have "in large part been rectified." But it found, too, that foremen felt insecure, that they dreaded the reconversion period with its layoffs and demotion to the ranks.

Furthermore, the panel found, procedures for settling foremen's grievances "individually through ordinary channels of authority" were inadequate.

The contract signed between the Ford Motor Co. and the Foremen's Association of America provided an equally valuable insight into the foreman's mind, his hopes and fears. The contract established grievance procedure for handling differences between foremen and top management. It stipulated that seniority should be employed in promotion or demotion "if ability is equal." The contract set up minimum wage differentials between foremen and their subordinates, stipulated overtime pay, sick leave and leave of absence.

What has happened to make the foreman restive and seek the protection of union organization? The answer lies in the changing nature of his job.

A couple of decades ago, the foreman was boss. He hired and he fired. He was not only a leader but a mechanic, a safety engineer, time clerk and estimator.

Before the advent of mass production, he was works manager, staff specialist, supervisor, production planner and personnel executive, all in one. Because the foreman

*(Continued on page 94)*



**An occasional "gripe session," at which the foremen air their opinions, does much to dispose of minor grievances**

# Government by Federal Corporation

By C. C. CAMPBELL




**FREE from controls, our financially independent federal corporations threaten to be more powerful than Congress**

OF ALL the reforms instituted by the Government in recent years, government officials are perhaps proudest of that represented by the Securities and Exchange Commission.

The purpose back of SEC, of course, is to safeguard the average citizen by requiring private corporations which offer investment to reveal full information about their operations.

Yet the Government itself has more than 100 corporations in which the average citizen, as a taxpayer, is forced to invest heavily—and about whose affairs he can learn little or nothing.

He knows a few of the corporations by name—such as the Reconstruction Finance Corporation, Home Owners' Loan Corporation, Commodity Credit Corporation, Regional Agricultural Credit Corporation—but that is about all.

What he perhaps does not know is that the federal corporations are stupendously powerful, that their activities extend to every part of the earth, that they have billions of dollars to manipulate and that, once they get their hands on the taxpayer's money, they are financially independent.

Said one congressional investigator recently, after checking up on one or two public corporations:

"If men in private business were to indulge in practices similar to those which our federal corporations use to hide their financial maneuverings, they would serve prison terms."

"Unless the trend is checked," says Comptroller General Lindsay Warren, "we will soon have government by federal corporations."

But the picture is due for a change.

## Now subject to audit

CONGRESS has already passed a law requiring most government corporations to file annual reports—which hitherto they have not done—and to face audits by established federal authorities.

The next step, as many congressional leaders see it, is to dig into the corporations' activities, financial make-up, responsibilities and potentialities, and to exercise some degree of control over them.

Generally speaking, government corporations are patterned after those of private enterprise but with this important difference: They are publicly financed. In the ordinary sense they cannot fail. They can, and do, however, lose money.

Latest figures available—now several years old—show government corporation losses at $14,000,000,000.

Gross assets of the federal corporations as of March 31, 1945, were nearly $30,000,000,000; liabilities, more than $28,000,000,000; net worth, a little more than $1,000,000,000. Of the liabilities, $22,000,000,000 were in notes, bonds and debentures, of which the public held only a little more than $2,000,000,000.

Other countries have government-operated business organizations, but America is unique in the widespread use of the corporate form, despite the fact that government by hidden authority is hardly in accord with the traditional American way of doing things.

The public corporation was brought into being "as a means of solving the complications of the federal system." Reasons generally listed for its adoption are:

1. To eliminate annual appropriations, and to allow profitable years of operation to balance loss years;

2. To permit the shifting of funds

appropriated for one project to another;

3. To provide for unseen emergencies;

4. To make possible an increase of funds by borrowing;

5. To facilitate contractual relations with private business; and

6. To eliminate supervision of the Comptroller General and accounting methods not regarded as flexible enough for "business operations."

The freedom which the federal corporations thus enjoy enables them to act quickly when necessary in national emergencies. But it also permits them to create reservoirs of capital, to become "self-supporting," and puts them beyond the scope of the established ruling that Congress shall control the public purse.

First widespread development of public corporations in this country occurred in World War I and included U. S. Grain Corporation, U. S. Emergency Fleet Corporation, U. S. Housing Corporation, U. S. Sugar Equalization Board, War Finance Corporation, U. S. Spruce Production Corporation, and War Trade Board of the U. S. Russian Bureau, Inc.

In 1924 the corporate setup was applied to the Inland Waterways Corporation. In 1929, a specific type of public corporation was developed—the stabilization corporation—promoted, financed and managed by the Federal Farm Board.

The Cotton Stabilization Corporation and the Grain Stabilization Corporation, both dissolved in the '30's, were of this type. These corporations were supplemented by private organizations: the Farmers National Grain Corporation, American Cotton Cooperative Association, National Live Stock Association and others, all under the supervision of the Federal Farm Board for agricultural marketing and financed by the agricultural revolving fund.

The stabilization corporations showed heavy losses and in 1933 were replaced by the Agricultural Adjustment Administration and the Commodity Credit Corporation.

## A change of philosophy

IN 1932, by Act of Congress, the Reconstruction Finance Corporation, Federal Home Loan Banks, and Regional Agricultural Credit Corporations were established. Soon after that, the philosophy of American Government in the economic field began to change. "General welfare" acquired a new meaning which speeded the formation of new federal corporations. The war added impetus to the movement.

In the opinion of some Congressmen: "Originally, the corporate device was employed as a means of solving the complications of the federal system and, although this may be expeditious with respect to some activities, it appears now that every new business venture is thought of in terms of such avoidance. The inevitable result of this growth has been the impairment of control by Congress."

Today, the government corporations may be divided into three groups:

1. Those whose activities are supervised by governmental agencies.

2. Independently operated corporations.

3. Those in which the Government may have a proprietary interest or a contractual relation.

Where do these corporations obtain the money needed for their operations?

From various sources—from congressional appropriations, from subscriptions from private associations, from government holding companies such as RFC, from government funds, from the President's Emergency Fund, from the sale of bonds and debentures and from Treasury loans.

The tremendous borrowing power of the federal corporations, which in some cases exceeds that of regular government departments, permits them to side-step congressional and other established checking devices. Yet when they fail to take care of their obligations, the loss has to be met by the taxpayer.

The 1944 budget shows an incomplete list of borrowings by government corporations. Even so, this totals more than $32,000,000,000, to which must be added the borrowings of the coming year.

These figures indicate only direct loans. In addition, the various corporations possess exceptional opportunities for pyramiding credit. For instance, the Regional Agricultural Credit Corporation has a capital investment of $44,500,000. A recent survey made by Congress disclosed that, by borrowing from or rediscounting with other lending institutions, this cor-

*(Continued on page 80)*



**In its field, Penncinradio, a federal corporation, may do almost anything it cares to**

# Highballing Through War

By ROBERT S. HENRY

"THE biggest mass movement of men and materials in all the history of mankind."

That's how Maj. Gen. Charles P. Gross, chief of the Army Transportation Corps, describes the transportation job of this war, the greater part of which here at home was done by the railroads of the United States.

This biggest share was done by 1,400,000 railroad men using more than $25,000,000,000 worth of "tools" in the shape of railroad plant and equipment, working under the direction of alert and capable railroad management, and aided by the surpassing cooperation of shippers, travelers and government agencies concerned with transportation.



FAWCETT—NESMITH

**Investors have put some $18,000 worth of tools in the hands of the average railroader—a total of more than $25,000,000,000**



PINNEY FROM MONKMEYER

**HANDICAPPED as they were for want of both men and equipment our railroads met every emergency demanded of them—and kept the home front necessities moving, too!**

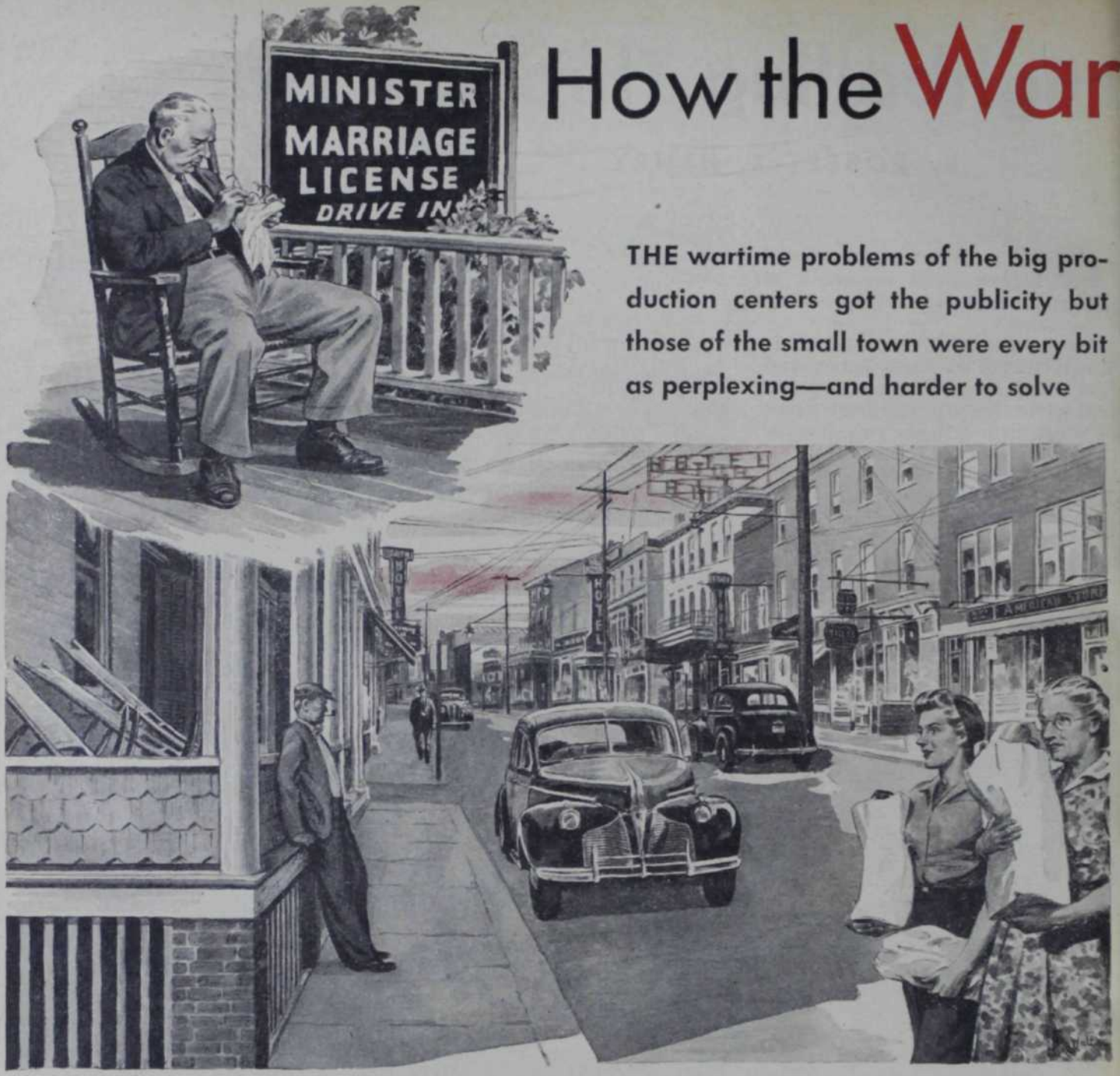
The figures as to what was done are astronomically incomprehensible. There's no use repeating them but they stack up to a daily movement of men and materials just about double that of the first World War, accomplished with about one-third less equipment, and done with none of the general and chronic congestions and prolonged delays which plagued the country then. They include the movement of approximately nine-tenths of the direct war freight and passenger traffic, and nearly three-fourths of all the intercity freight traffic which moved in America in the war period.

It is probable that no American shell fell on the enemy,

*(Continued on page 100)*

# How the War

**THE wartime problems of the big production centers got the publicity but those of the small town were every bit as perplexing—and harder to solve**




**Elkton today. The streets are empty. During the war local residents longed for peace and quiet. Now they have memories of crowds and action. Above: One of the town's prewar marrying parsons**

ELKTON is the county seat of Cecil, the northeast county in Maryland, touching Pennsylvania and Delaware. It is 50 miles from Baltimore, and the same distance from Philadelphia, with Wilmington in between. It has fast railroad service and is on a new four-lane concrete highway.

Elkton lived its own life before the war. Staid, prosperous, comfortable—entirely contained within traditional activities.

Its two supporting pursuits were agriculture—mostly dairying—and marriages. It was the Gretna Green for a large, spread-out area and its clergymen advertised their availability on large signboards and in other ways. In 1940 they married 6,000 outside couples.

Elkton was so healthy and contented that its 3,500 residents divided on every question, aided by two weekly newspapers, Republican and Democratic.

Politics were never peaceful. Only a solid, wholesome community could have such divergent points of view and still prosper, as Elkton did.

There was one picture show, one bowling alley, and two softball parks, all closed on Sunday. There was room in the drugstores to sit down and visit over a soda. The few rooms for rent were usually taken. The churches all had room to spare. Sedate and less sedate societies and lodges held regular meetings.

Two fireworks factories came to town, and introduced the most tumultuous controversy of all—industrial employment, foreign and suspect. Main Street buzzed with suppressed excitement. It might bring a little extra business, but still there

# Ran Over Elkton

By G. B. ARTHUR



**Elkton in wartime. The townsfolk found themselves jostled by the crowds. Stores ran out of goods and had a hard time getting more. Clerks could not begin to wait on the customers**

was indignation. One of the plants eventually closed. The world rushed by outside. Inside its snug confines Elkton went on its stolid, ordered way. Like a house cat drowsing on the stoop.

A faint crackle of firearms stirred the world. It came down the wind in the Baltic Sea, through the Skagerrak, across the North Sea and the Atlantic. Little Finland, endeared to this country by her punctilious respect for war obligations, was attacked by Russia. She needed flares and munitions. A contract came to Triumph Industries, the one fireworks plant still operating in Elkton.

The crackling spread, and England came to Triumph for war goods. France followed, later the Netherlands. Our own Navy placed orders in 1935, and the Army followed in 1938.

With each new contract the plant expanded. It had begun years back by making skyrockets in a home bathroom. Now it spread until the whole area, as far as one could see, was broken up into little high-wire-fenced enclosures so that an explosion in one could waste but little material and hurt but few people. On one side of the road it spread out for the Army; on the other side even farther for the Navy.

## New workers come to town

BEFORE the war Elkton may have had as many as 1,000 wage earners. Now workers had to be found. Thousands came voluntarily but not enough. The United States Employment Service had an office in the town and did its best to recruit workers. Triumph Industries sent personnel men in trucks down to West Virginia, to North Carolina and up into Pennsylvania. Often money had to be advanced to ready the workers for leaving home. Always transportation expense was paid.

At first they came slowly, then faster and faster, until in March, 1943, 11,500 were on the pay roll. They came at the rate of 1,200 a month. During the three peak years beginning in 1942 an estimated 85,000 workers took jobs or left them. USES recorded 22,000 placements in these years. Labor unions placed other thousands.

To top all this the Army proving ground at Aberdeen, 20 miles to the west, had to expand. That brought in soldiers and more civilians. The Navy took over Tome School for Boys, 20 miles to the north, and turned it into a training station. About 10,000 construction workers spilled over the county putting up new military buildings.

The people of Elkton found themselves jostled by country girls getting

out of crowded buses which had brought them straight from their homes; approached by men of all ages, and by older women, all asking how to find the plant, food, rooms, the post office. The crowds increased on the streets, in the stores, at the station, around the bus stops and under every sheltering roof. They jammed the restaurants, standing in long lines.

Service industries found themselves unable to do the laundering, the pressing, cleaning, mending which people pushed over the counters. Stores ran out of goods and were slow getting more. Clerks could not begin to wait on the customers.

Negro workers came and compounded the difficulty because they had to be fed and housed separately, in accord with the prevailing custom.

## Outside help was needed

ELKTON was overwhelmed.

In that crisis outside help took hold. The USO opened an old residence down town. It undertook to alter and decorate it while striving to get hold of the drifting girls and boys and build a stabler wartime society.

It was almost too late because by this time Elkton had not only the workers in the plant on three shifts, but also soldiers and sailors from their stations, and swains from all the towns and farms roundabout attracted by the girls. The town was a riot by day and a tryst by night.

Federal Public Housing came in and put up dormitories and housing development got 350 wartime dwellings started. The USO found the stores unwilling to build up to the trade, so a Victory Store was opened and stocked with what the workers wanted to buy.

Then Elktonians caught the contagion. Clerks left their places in stores to join the lines in the plant. Girls and boys quit school to go to work. Dairy farmers lost their help and then sold their herds and followed the hired hands to war jobs. Domestics could not be had at any price. Mechanics left their civilian jobs to make big money while they could.

Teen-age boys and girls left school to work behind counters, in defiance of labor laws, and the town would have had no food except for those youngsters. Near the end of the experience, one of the town's most efficient store managers became 18 years old and was drafted by the Army.

Mothers followed fathers into the loading lines, and young boys ran loose, laying a new burden on the old-fashioned police force. Little girls ran the streets—and a few ran away.

## Difficult housing problem

ELKTON had been able to wink at the housing situation before the outside workers came in. First it did nothing, with families and single workers piled together in miserable places, even in summer resort cabins along the shore of Chesapeake Bay. It gets cold there in winter, with the wind sweeping in from 200 miles down the Bay. But some owners of rentable housing did pretty well. One man moved out of his home and rented it to 22 girls at $3.50 a week for each one. Newcomers pitched tents on vacant land.

As things reached their worst, the War Manpower Commission sent in an efficient and hard working area director who seemed to get the feel of the situation at once and who had the patience, native ability and endurance to work the problem out. He pulled the diverse forces in town together, backed up the USO, encouraged the efforts made by personnel officials in the plant and strengthened the social work being done in the dormitories. He found a way to get plumbing fixtures needed to finish wartime dwellings. He touched buttons here and there, it seemed, and stalled projects got under way again.

The local committee which he formed had a staggering job on its hands but, under able leadership, the pieces of the jig-saw puzzle began to fall into place.

The USO made its house a charming rest and recreation place, with niches here and there for training courses in handicraft, music and other things. The back porch stretched toward the alley, with more and more concrete floor for dancing, lighted with strings of colored bulbs.

Beyond that the old garden under trees acquired an outdoors fireplace where hot dog parties seemed never to end. There was music everywhere, bright colors on the walls. The top floor was made into tiny bedrooms for newly arrived girls who had no other place to go.

## Houses were opened up

AN organized canvass for rooms covered the county, and people began to open homes which had been firmly closed. Not only rooms were opened but hearts and hearths as well and Elkton began to warm with the discovery that the strangers within its gates needed the love of fellow beings more than anything else.

The experience of any girl who came to Elkton perhaps tells the whole story. She came, let's say, in a company bus, perhaps at night. She had never been away from home before and had little enough in the cheap suitcase at her side. She climbed down into a throng shockingly different from the home town back in the country which she left the day before. In time sisters, brothers or parents might follow her but at this point she was alone.



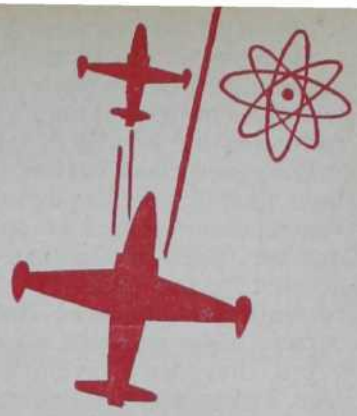
"Don't let their shelves fool you. Everything is under the counters."

In the morning she went uncertainly to the plant where systematic training soon taught her to do some small part of the operation along the loading line. Danger nudged at her elbow. One false move could destroy a finger, a hand or take her life. The tension of long hours and the monotony of the routine manual work would wear on her until, by the time her

*(Continued on page 131)*

# If Fight We Must, We Will Be Prepared

By GERALD MOVIUS



**OUR ARMED forces and industry hope for the best—but, together, they will make ready for the worst. We do not intend to suffer another Pearl Harbor**

THERE'S the San Francisco charter, designed to chain Mars forever; then there's the secret of the atomic bomb, shared by us only with Britain —a forceful argument for keeping peace in the world.

But—in a niche of the Pentagon building near Washington, a staff of officers and civilian experts is preparing for the next war, with all attention centered on instant mobilization of American industry.

This is the Army Industrial College, the connecting link between the armed services and industry, and its watchword is:

"Industrial power is the indispensable basis of military power."

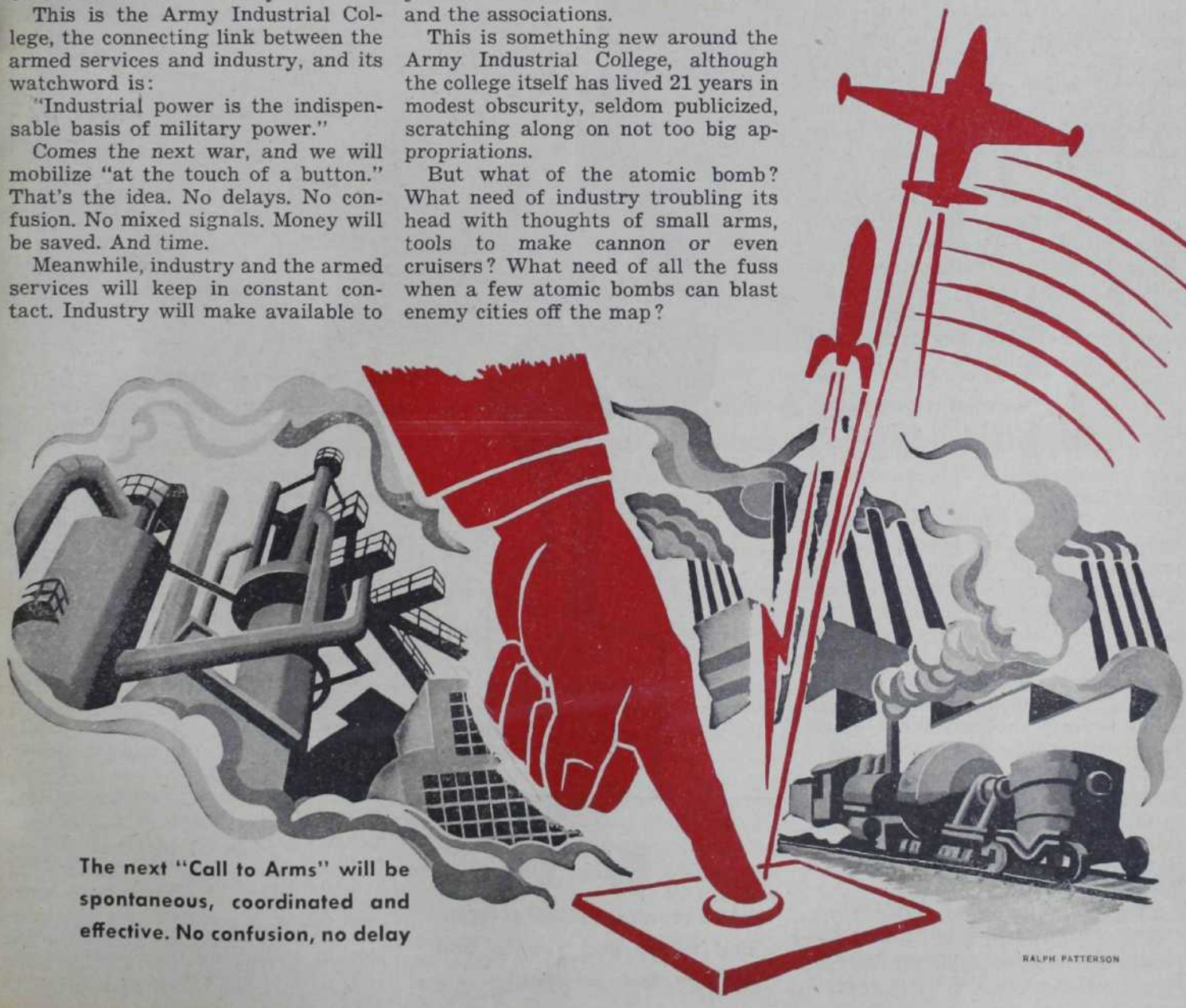
Comes the next war, and we will mobilize "at the touch of a button." That's the idea. No delays. No confusion. No mixed signals. Money will be saved. And time.

Meanwhile, industry and the armed services will keep in constant contact. Industry will make available to the armed services any development which might be useful to fighting men. The armed services will share with industry their developments useful in peaceful pursuits.

There is an open invitation to trade associations to write directly to Brig. Gen. Donald Armstrong, Commandant, Army Industrial College, War Department, Washington, D. C., with suggestions, inquiries or anything of joint interest to the armed services and the associations.

This is something new around the Army Industrial College, although the college itself has lived 21 years in modest obscurity, seldom publicized, scratching along on not too big appropriations.

But what of the atomic bomb? What need of industry troubling its head with thoughts of small arms, tools to make cannon or even cruisers? What need of all the fuss when a few atomic bombs can blast enemy cities off the map?



The next "Call to Arms" will be spontaneous, coordinated and effective. No confusion, no delay

RALPH PATTERSON

"Plenty," says General Armstrong.

He looks on the atomic bomb with an indulgent but reflective eye. Not a whit does he underestimate its frightful power, but here's the story:

For generations, military men have been finding and employing technological developments of one kind or another. Each in its turn has been greeted by the same cry: "This will revolutionize warfare! Nobody will dare to make war any more."

But they don't revolutionize warfare, and men go on daring to make war.

## Revolution in warfare

THE atomic bomb, says the general, is the greatest revolutionary development so far, but . . .

"Two can play at that game. Like gas. We have the secret of the atomic bomb now. Are we certain others won't stumble on it or dig it out? What may well happen is that the atomic bomb will be 'neutralized' by international agreement. Like gas, again. Nobody will dare use the atomic bomb, perhaps, if he knows the other fellow has it, too."

This doesn't mean the Army Industrial College is not going to study the atomic bomb's effect on industry. It is.

One of the few people so far discovered in Washington who admits cheerfully that he wasn't in on even a wee bit of the atomic secret, General Armstrong has a program which calls for a study of atomic energy as to raw materials, power, cost and —more important—the location of plants.

In fact, the "location" of all industrial plants potentially capable of making war material is coming in for vast consideration—all because of the atomic bomb.

"No nation as big as ours can be blanketed by atomic bombs in their present state of development," the general reassures us, "but we must study dispersion of plants as never before. It would be folly for us to concentrate a single industry in a single center. We'd have to have absolute proof of the millennium before we could be safe in that. What social factors will be involved in this dispersion, we can't exactly anticipate—but disperse we must and we will."

Meanwhile, he says, it would be folly to scrap other instruments of war—even by benefit of the San Francisco charter.

The Army Industrial College operates on the simple faith that full preparedness is the soundest guarantee of peace. The theory is that if Uncle Sam is quick on the draw and able to shoot with both hands, nobody is likely to monkey with Uncle or offend his sensibilities by pushing his friends around.

For Uncle to possess such capability means a greater degree of cooperation between the armed services and industry than ever before. General Armstrong is by no means uninformed about the strain on industry when it's called on, of a sudden, to produce for a war. Among other things, he feels that a little more adroit handling of matters during the interim periods would fix it so that industry's productive capacity for civilian purposes is not put entirely out of kilter or even overly juggled by war's demands.

The Army Industrial College has been aiding in that connection for many months—especially in the ticklish job of contract termination and settlement.

"These problems of contract termination and property disposal are so large," says the general, "that, badly handled, they might wreck our national economy and cause a depression that would make '29 and its aftermath fade into insignificance.

"The other essential requirement for turning industry back to normal production is the disposal and actual physical removal from plants of machine tools and other production equipment, work in process, scrap and materials of all sorts. Trained personnel was needed to speed both these procedures to prevent large-scale unemployment and a severe deflationary cycle. The mission of the Army Industrial College has been to train personnel for these purposes—Army personnel, Navy personnel and federal civilian agency personnel."

That phase of its effort is at an end but, before it ended, the other important part of its program had already been started. That is maintenance of close liaison with industry through industry committees which meet in seminars at the Army Industrial College with officers who must keep fingers on the pulse of business, of supply, of new developments.




**Here, representatives of Army and Navy, and Science and Industry trade information**

## Studying liaison with industry

THE first such seminar since the Army Industrial College reopened last January, after a shutdown of about a year when its officers were needed in the field, was entitled "War Production Problems of the Machine Tool Industry." Machine tool men attending included Joseph L. Trecker, executive vice president, Kearney and Trecker Corporation, Milwaukee, president of the Machine Tool Builders Association; James Y. Scott, president of the Van Norman Company, Springfield, Mass.; Howard W. Dunbar, vice president of the Norton Company, Worcester, Mass.; and Charles J. Stilwell, president of the Warner & Swasey Company, Cleveland.

The formula followed in this seminar sets the pattern, more or less, for seminars for other industries, with the cotton men on schedule as the next to come in.

The machine tool seminar met with two basic objectives:

1. To increase the mutual understanding between the armed services and all elements of the war potential of the United States. War potential includes natural resources, industrial facilities, utilities, labor, scientific and educational bodies.

2. To determine errors and deficiencies in mobilizing our potential in

*(Continued on page 76)*

# Turning Surveys into Sales

By JACK B. WALLACH



STATILE FROM MONKMEYER

One man's buying habits may vary from that of his neighbor. The reasons why are sought



The GI's first planned purchase after his discharge is clothing, his second is a home

**CONSUMER surveys make it unnecessary to do business in the dark, but the man who rests on the findings of a survey may find that a competitor's energetic selling has already won the market**

ON the street, over the phone, across store counters, by mail and how not, distribution is plying the consumer with questions.

Public opinion polls, consumer panels, readership studies and other types of surveys are being employed to guide distribution to its markets.

How accurate some of the accepted answers to the questions will prove, only the near future will reveal. Doubtless some of the guesswork of distribution is being eliminated, at least partially.

For example, it was generally thought that a large segment of the public could and would walk into a department store in the near future and order a prefabricated house delivered to the purchaser's lot.

Surveys by the National Association of Realty Boards, Curtis Publishing Co., and Johns-Manville Corp., found only 17 per cent of the persons interviewed replying that they would accept a prefabricated house as a year-round home.

While real estate folk and construction firms were heaving a sigh of relief, prefabricated house manufacturers profited from the survey by learning that 37 per cent of the respondents looked askance at their products because they believed prefabs lacked strength.

Early in the War the U. S. Chamber of Commerce made a pioneer survey of consumer postwar wants.

This survey blazed a trail that private business and the Government quickly followed. WPB's Office of Civilian Requirements recently completed the latest survey of current and future consumer wants.

These surveys admittedly could only tabulate wants. They could not project into the future the extent to which wants would ring up as sales because of the direct bearing of em-

ployment and consumer earnings on consumption. The surveys did, however, chart optimum markets.

They were especially helpful to electrical appliance manufacturers and dealers. When the war ended appliance production, a study by the Edison Electric Institute showed that virtually no electrically wired homes were without electric irons.

ments had made many prewar models obsolete.

But business is not only interested in consumer wants and potential markets, it also is concerned about what the public thinks about business itself.

Recognizing the need for facts on that subject, the Association of National Advertisers' public relations committee employed Opinion Research Corporation to survey a carefully selected cross-section of the public.

It found that 43 per cent gave business management the credit for this country's war production job, 35 per cent credited labor, 28 per cent Government, and eight per cent had no opinion.

The public was impressed, first, with the speed, volume and efficiency of production and, second, with the quick and effective change-over to war production. Opinion about whether manufacturers made too much profit from war work was evenly divided. Business learned that people were uninformed or misinformed about profits.

In answer to a subsequent question, it was the consensus that ten per cent would be a fair profit for industry in wartime. It was an average guess that industry had been making 26 per cent.

About this popular fallacy, A. N. A. commented:

"Much of the criticism of industry profits is the result of serious wrong impressions which business will be well advised to correct through straightforward statements using advertising as its surest means of getting the facts before the public."



EWING GALLOWAY

**Just the 7,000,000 marriages of the war years alone have created a vast new-home market**



**Labor-saving gadgets will really have to be "automatic" to please the women of today**

As compared to this 100 per cent market saturation, the survey found, 60 per cent of such homes had vacuum cleaners, 50 per cent had washing machines, and 71 per cent had refrigerators. The lowest saturation points were: electric ranges, 12 per cent; oil burners, eight; and ironing machines, six.

These figures were by no means discouraging even then to a potential boom, because, although refrigerators were at a 71 per cent saturation point, there were still 8,000,000 homes without them.

But the Chamber, the Government and dominant factors in the electrical appliance industry realized prewar figures were obsolete.

It was apparent that replacement needs had reduced saturation figures. The war's 7,000,000 marriages had created a vast new market. Improve-

The A. N. A. survey showed 63 per cent believed that fair treatment of labor gives a company a good reputation, while only 26 per cent attributed reputation to product, performance or value. Forty-nine per cent, before V-E Day, thought business was talking too much about postwar products, and revolutionary changes in products were most expected in automobiles, electronics, housing and general appliances.

A finding of the survey that has particular significance at this time was that 74 per cent of the people believed they would have to wait some while after the war for improved products.

A. N. A. in presenting the survey to its members predicted public opinion surveys will "more and more af-

fect all phases of advertising and corporate policies . . . and supplement and influence our existing market studies on products and buying."

One of the questions soon to be answered partially at least in the nation's men's wear shops is, "How will service with the armed forces have changed the buying habits of discharged veterans?"

brand conscious, a fact attested by their mention of 28 different brands.

Sport clothes will figure importantly in more than nine out of ten wardrobes, and three-fourths of the veterans will don comfortable clothes for leisure hours.

Seventy-two per cent favor brand-name shirts, and 42 per cent prefer white. Sixty-two per cent use a belt

not "Like Mother Used to Bake" but "Like the Army Served."

Other studies have shown that Northerners have learned to eat and like the South's hominy grits; the Midwesterner has tasted and liked the Easterner's fried oysters and roast lamb. Women, through war plant experience, have developed a mechanical mindedness that will in-



NESMITH

**Not one out of 20 American women ever has her hair washed exclusively at beauty shops**



WESTINGHOUSE PHOTO

**Women want transparency in both kitchen and cleaning appliances—and also less noise**

This is a $64 question for manufacturers and retailers alike. A survey of 1,700 veterans conducted by a Los Angeles newspaper, covering all branches of the armed forces, showed that a G. I.'s first purchase after his discharge is clothing, and his second planned purchase is a new home.

Furniture for the home comes ahead of a new car, and durable goods, business investment, and a radio follow in that order. When you stop to consider that, when G. I. Joes break ranks, they will form a solid 12,000,000 market, details of their buying preferences become vital business statistics.

The survey found veterans will buy at least two suits, averaging $40 each in price. Two-thirds will acquire special summer-weight suits with an overwhelming majority favoring tropical worsted. They are highly

only, and a mere 2.5 per cent wear suspenders exclusively, according to the survey.

They will buy nearly three pairs of shoes per year per man and pay about $9 a pair. More than half will not wear winter underwear, and nearly as many will wear "short" pajamas for warm weather sleeping. Perhaps summing up the general effect of service life, more than half of the discharged veterans confessed that they are more particular about their appearance than they were before they entered the armed forces.

Army life may even change eating habits in veterans' homes. A study revealed that 3,000,000 soldiers in 239 Army posts ate 0.313 pounds a day when Army bread was served, and 0.280 pounds when the commercial variety was doled out. One can visualize commercial bakeries advertising

fluence their buying of automatic and semiautomatic home equipment. Income studies reveal a tremendous growth of the middle-income group that may reduce the market importance of the previous high and low income groups in the peacetime era. Business is giving its full and serious attention to these studies.

Joseph W. Holmes, president of the United Last Company, in a personal survey, talked to hundreds of service women and war workers. He concluded that "feet used to the easy, wide-fitting WAC, WAVE, nurses' last or the war worker's steel box toe, low heel mannish type last, will not be happy in narrow tread, slim measurement lasts of prewar vintage."

Despite the large number of American housewives employed outside the home for the duration, 81.6 per cent

*(Continued on page 84)*

# A Quiet Power Under the Throne

By HERBERT COREY



AS fact-finder for the State Department, Leo Pasvolsky is in a position to influence America's stand on world affairs—but he is ever a diplomat

FOR ten years a small man has been sitting right at the heart of the State Department. Silent, inconspicuous and completely competent. His associates regard him highly. Now and then an associate says:

"I have nothing to say about Dr. Pasvolsky."

Make what you like out of that. The associate may think that praise heaped on Dr. Leo Pasvolsky would be gilding the lily. It may be that, at the moment, nothing occurs to the associate. He may be a cautious man by nature. The lack of desire to say anything about the subject, however, is almost epidemic. It is the more extraordinary because certain aspects of the Pasvolsky case are praised with unanimity. It may be taken as proving that his ability—his several abilities—is not questioned.

He knows what is going on in the countries of Europe. He speaks four languages. He has the dossiers of their statesmen down to the last indictment. He is a believer in the All-Good but he would not sell a sandwich to an emperor on credit. He would not be crude in his refusal, however.

These statements may seem to have in them the seeds of controversy. Any other statement about Dr. Pasvolsky might develop the same weakness. It is either true or untrue that the United States supported Franco of Spain for years in defiance of everything in which Americans thought they believed. Membership in the Abraham Lincoln Brigade, made up of Americans who fought against dictatorship and tyranny, was practically a crime until lately. Franco's position is not so good since President Truman joined with Stalin and Attlee to give him the heave-ho at Potsdam.

But it is not proven that Dr. Pasvolsky helped prop Franco during his hectic years. It is only charged that he did. He is not the kind of diplomat who would leave marks of his jimmy on the window sill. There may never have been a jimmy. There may never have been a window sill.

There is a deep certainty in the minds of many observers, however, that Dr. Pasvolsky was in there pitching. Faith is the evidence of things not seen. They believe that the State Department has been guided in some part by him for ten years.

This belief is shared by those who believe that he—and the State Department—have always been right. Both sides, those who are with him and those who are against him, agree on the probability that whatever it was our agents have been doing in Europe was engineered in part by Pasvolsky. They do not always know what part.

## Anonymous man for State

THEY do not ever expect to know. If they were ever to be put in possession of all the facts they would be crushed. It is an article of faith with them, on both sides, that he is the anonymous man of the State Department. If they were ever to find his footprints on the trail they would throw their rifles over their shoulders and start back home.

All this makes him to a neutral observer—this neutral observer—a very intriguing little man. This observer confesses to an almost spontaneous admiration for him and has not observed that stubbornness which others have found in him. This observer has not been subjected to what senators have described as the almost hypnotic quality of his competence. This observer has found him a kindly, fairly candid, reasonably reticent man who is a bit hard to talk to because of his habit of going silent while his interviewer paws desperately for another question. This interviewer has not found in him any inclination to be a "yes" man, to nudge nearer the spotlight or to claim any excessive credit.

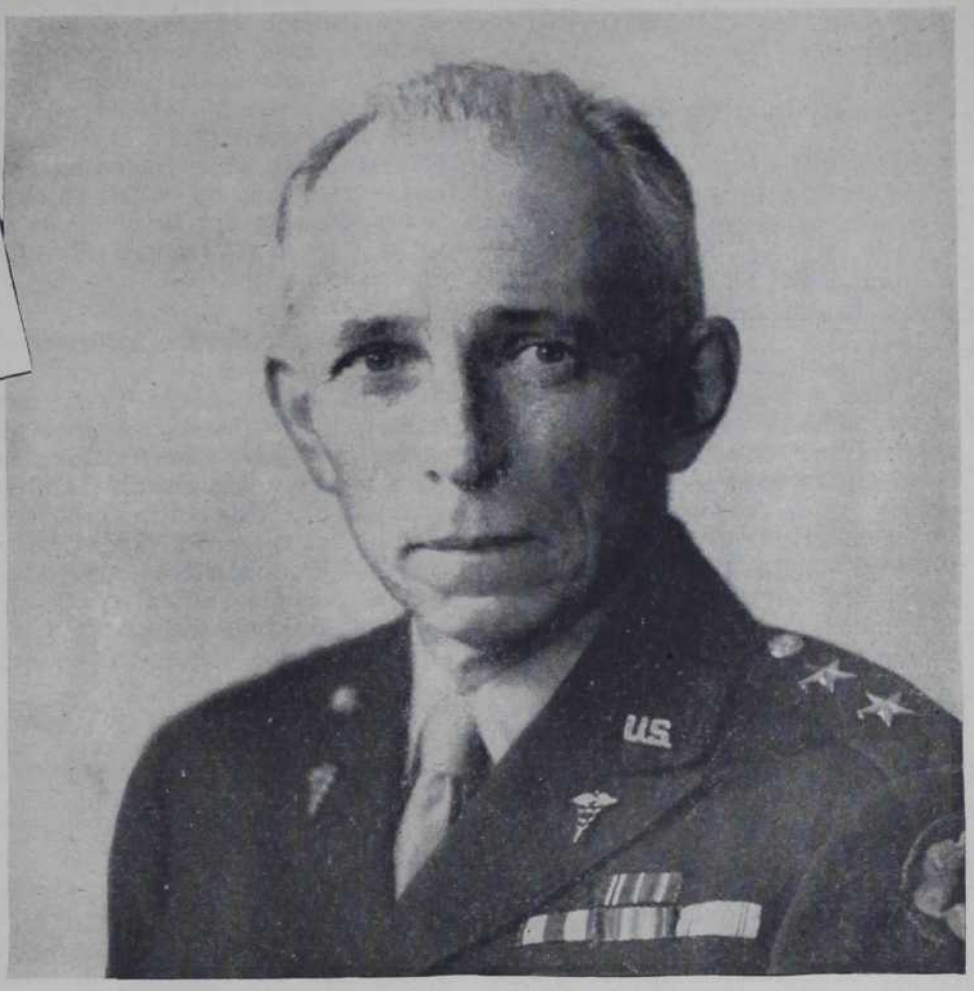
It is hard to believe, as is rumored about Washington, that he is the Power under the Throne, occasionally needling the man in the chair.

It is even harder not to believe it.

His office equipment is almost meager. War agencies which are presumably ephemeral wallow in soft rugs and the agents sit in leather chairs. Leo Pasvolsky has three high-ceilinged rooms on the western side of the old State Department building—the one which has bumps on it and which still has more dignity than the modern marble crackerboxes—

# Our Veterans need Your help!

**TO EMPLOYERS:**
Your employees will find helpful advice on the home-coming of their Veterans in the booklet "Coming Home." Metropolitan will gladly send you enlarged copies of this advertisement suitable for posting on your bulletin boards.



**An Important Message from Major General NORMAN T. KIRK, The Surgeon General, U. S. Army**

YOU have undoubtedly heard much concerning the difficulties of readjustment which confront the returning Veteran.

Actually, the vast majority of our Veterans will return from the War physically fit—ready and anxious to take up civilian life again.

Some will not be so fortunate. There will be those who are disabled . . . some physically and some mentally scarred.

The United States Army and Navy provide medical treatment and care for our men in the services; the Veterans Administration for those who are discharged. In many cases there comes a time when, for sound medical reasons, it is best for the Veteran to return to his home environment.

Once at home, it is, of course, the family's responsibility to help him with sympathy and patience to get back to normal as fast as possible. There is much that parents, wives, and relatives can do.

The help which cannot be given in the home becomes the responsibility of *your community*, which should be prepared to offer such Veterans various aids, including:

1. *Medical advice, if needed.*
2. ***Assistance in obtaining work which will be consistent with impairments.***

For those who return hale and hearty . . . it is the responsibility of the community to extend every aid which will facilitate a rapid return to everyday life.

This may be achieved if the Veteran may obtain, if necessary:

1. ***Help in securing employment through competent vocational counsel.***
2. ***Advice on legal, educational, domestic affairs and other questions.***

Many communities already offer helpful services to Veterans. If yours does not, you—who belong to business, civic, church, and other community groups—may take the lead in establishing such assistance in your own community. If your town already supports Veterans Aid bureaus under various auspices, let me urge you to help in *co-ordinating* their valuable services, so that Veterans will have the best your community can give them.

The Veteran has earned your respect. I know every American will want to do everything he can to help the Veteran to readjust himself to his regular civilian life.

*N. T. Kirk*

**U. S. ARMY**

**Ask for these free booklets** . . . *Metropolitan has prepared several Booklets which contain suggestions for the reception of returning Veterans. Send today for your free copy of the Booklets of particular interest to you.*

*Suggestions for those in the homes of our returning Veterans—*

**Booklet PA**—*"Coming Home"*

*Suggestions for businessmen and community leaders—*

**Booklet PB**—*"Employment of the Handicapped Veteran"*

**Booklet PC**—*"Re-employment of the Veteran"*

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**Metropolitan Life Insurance Company**
(*A MUTUAL COMPANY*)

*Frederick H. Ecker*,
CHAIRMAN OF THE BOARD

*Leroy A. Lincoln*,
PRESIDENT

1 MADISON AVENUE, NEW YORK 10, N. Y.

with slat blinds to keep the sun out and to let the heat in. He has purgatory chairs for visitors and a kind of mahogany rack for excess callers. If it were not for the three charming and efficient secretaries who keep up a constant typewriter rattle, the effect would be monastic.

### Sits in a far corner

HE sits in the farthest corner of the third room behind a big desk covered with papers in orderly piles, and smokes a pipe. Straight-stemmed, medium bowl, black rubber mouthpiece. No stuff for description in that pipe.

His head is round and mostly bald. His face is wide across the cheekbones. Someone called it a Muscovite face.

He speaks with a crisp little edge on his words, which is just barely noticeable. He is five feet, six inches tall and weighs 155 pounds. That's plump for his height but not uncomfortably plump. He has a little smudge of mustache and glittering glasses and by preference no vest. When he leans back in his swivel chair the neutral observer fears that he will go right over backward because his feet are too far from the carpet.

He smiles in the State Department way which is friendly and noncommittal. Mr. New Secretary of State Byrnes is disposed to swoop in and clean house, and the Department does not wish to be overly committed:

"Someone called me a gnome," Dr. Pasvolsky said mildly. "I do not know what is a gnome. I do not even know how to pronounce it."

The "g" is silent, sir.

He is a Special Assistant to the Secretary of State in charge of international organization and security affairs. That does not sound like anything much to the lay ear. In fact, there are eight groups of officers in the State Department which cover all global activities.

Dr. Pasvolsky is expected to know everything. His associates say he does.

Observe that whether he is regarded as the most important man in the State Department, as well as the most unknown, no one ever questions his competence. If he were less competent he would not be nearly as painful in the necks of his associates. They could gang him down.

Hope, it has been noted, springs eternal in the human breast.

The State Department is a unique element of government. It has enormous power, which the rest of us do not always recognize. It has 150-odd embassies and other outposts scattered through the world. Each is staffed by men and women who have political contacts back home. Each has been given his or her post by some individual in the Department. Efforts to reorganize the Department in the past have resembled an effort to net electric eels. Those who do not wriggle out of the trap set off shocks like broken wires.

### Cliques in the Department

THE members of the Department are often rich, well-trousered and coated, and have powerful relatives. As a more or less natural result of these things, the intramural competition for the good things is often very hot. Well-mannered, always, but still hot. Young, ardent, pioneering recruits are regarded as mantraps which threaten the peace of their elders.

The eight divisions of the Department, by uniting their forces, can beat down or distract or sidetrack those who are potentially dangerous. The inevitable result is that the eight defend themselves against the newcomers, and occasionally skirmish with themselves. The teamwork, as those who have been looking on for a long time see it, is not in behalf of the United States, but in behalf of the cliques, tea-companions, and cozy corners of the Department, as worked upon by social, artistic, financial, business and professional elements.

Franco was recognized, not because Americans thought he rated recognition, but for various reasons which have not yet been brought up into the sunlight. The French, Italian, Yugoslav and other problems were treated in the same way. The split factions of Poland were juggled to suit the likes or dislikes of individuals toward Russia. Money was granted, promised or withheld to big and little nations, not for the united good of the United States, but for reasons which had their roots in the fog.

The understanding of political Washington is that Secretary of State Byrnes knows these things and is preparing to deal with them.

Dr. Leo Pasvolsky has operated in this self-seeking turmoil with assurance and safety because he is what he is. One observer said after a period of thought:

"Nobody fusses with him twice."

### Exiled in a revolution

HE was born in Pavlograd, Russia, in 1893. This was not long before the revolution of 1905 that missed fire. The revolutionists wanted a lot of new liberties and did not get them. But the Russians had not yet developed the revolutionary pace which was to come later.

Leo Pasvolsky's father was an historian, a scholar, a writer, a publisher, a revolutionary. After the fighting was over, he was exiled. But he was permitted to take his family, furniture and books out by train, like any peaceful traveler. Leo was then 11 years old. In 1908 he was a good student in a grammar school in Philadelphia. In 1916 the College of the City of New York gave him an A. B. degree. After two years of graduate study at Columbia he began to write, always on matters of international politics and economics. He became the editor of a White Russian newspaper in New York City—

"Bright," says an associate. "Always bright. His facts are always dependable, even if one questions the use he makes of them. Always in there pitching."

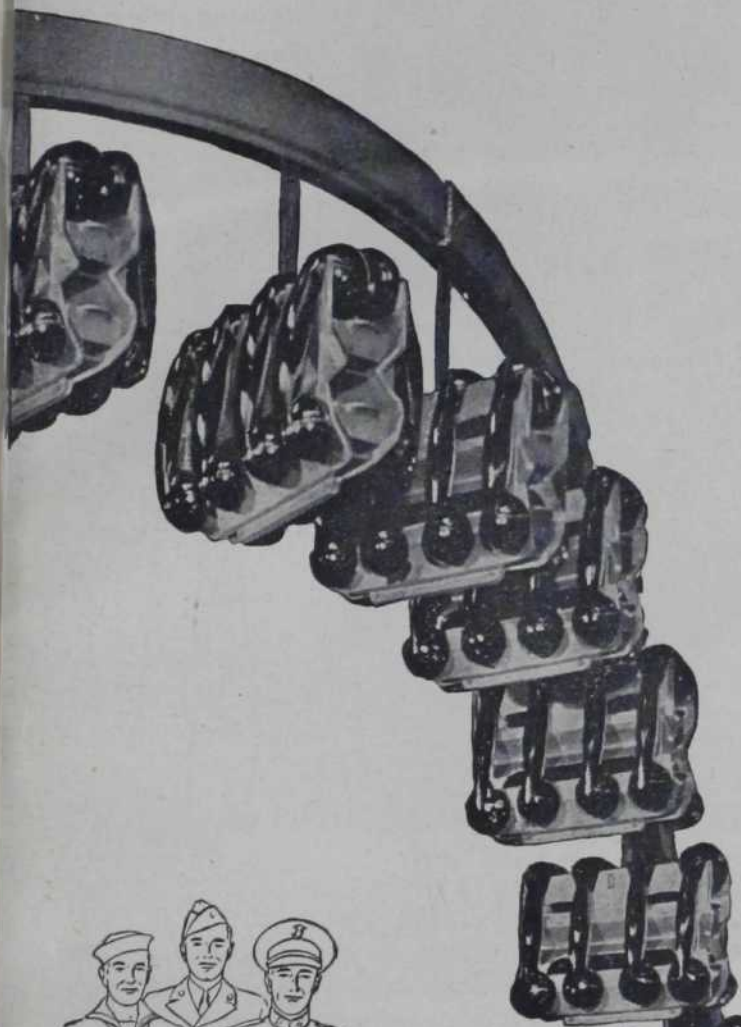
He traveled through Europe. As a free-lance newspaper correspondent he covered the Peace Conference at Paris for the Brooklyn *Eagle* and the New York *Tribune*. All he has

*(Continued on page 119)*



# NEW TELEPHONES FOR YOU!

## *Full speed ahead on our biggest peacetime job*



When the war ended, Western Electric, to the extent permitted by war regulations, had already made a start on its *regular* job — supplying the equipment the Bell System needs to give you telephone service.

Today, conveyors like this are carrying thousands of new telephones.

But it takes far more than just telephones to provide service. It takes cable, central office equipment and many other complex items that cannot be produced and fitted into the System overnight. To get back into full production of these things, and provide maximum employment, reconversion was started the moment the war ended—with every available mechanic engaged on a seven-day basis.

Western Electric, supply unit of the Bell System, is now tackling the biggest peacetime job in its history. Furnishing materials and equipment to meet the System's immediate needs — and then to carry out the System's $2,000,000,000 post-war construction program—promises a volume of production greater than in any peacetime year and a level of employment higher than in the years immediately preceding the war.

It's mighty good to be back on our old job — and you can count on us to make up for shortages caused by four years of war just as fast as is humanly possible.

**Western Electric**

**SOURCE OF SUPPLY FOR THE BELL SYSTEM**

*Buy all the Victory Bonds you can — and keep them!*



### Some highlights on our job for the Armed Forces

From January 1, 1940 to June 30, 1945, our Government contracts *alone* totaled almost $2,000,000,000—a larger amount than the *total sales* of the Company during its first 54 years from 1869 to 1923. Here are a few of the items involved.

**Radar:** More than 56,000 radars of 64 types valued at almost $900,000,000.

**Gun Directors, Gun Data Computers:** More than 1600 for aiming anti-aircraft and coast defense guns.

**Airborne Radio:** More than 600,000 receivers, 400,000 transmitters, 50,000 combination receivers and transmitters.

**Tank and Artillery Radio:** More than 139,000 receivers, 74,000 transmitters.

**Microphones:** More than 1,700,000.

**Headsets:** More than 1,400,000.

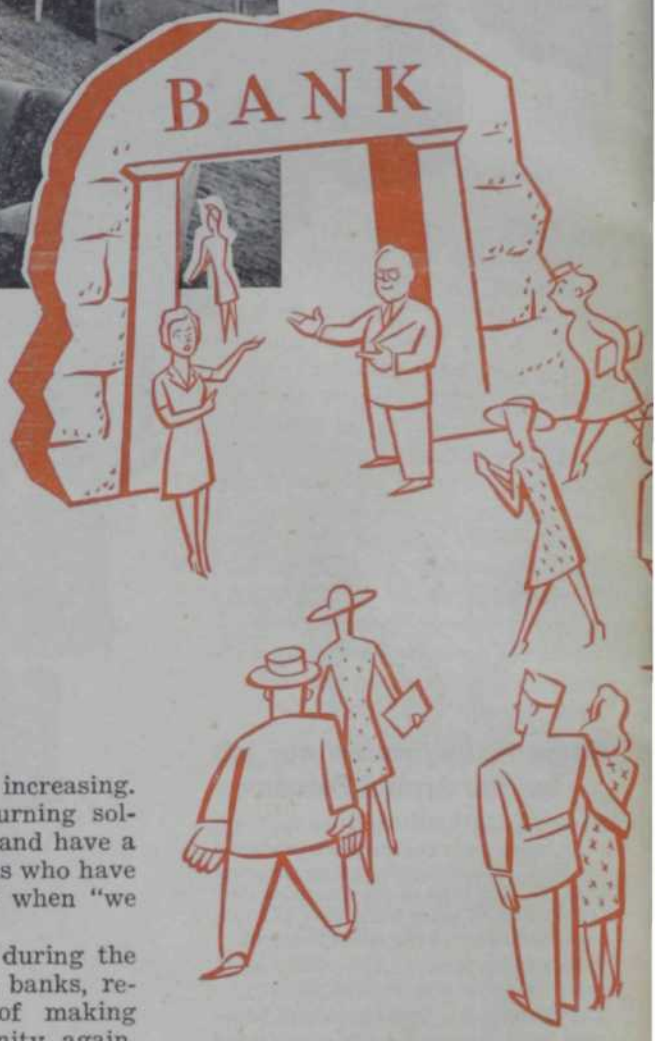
**Cable:** More than 4,300,000 miles of wire in lead covered cable and 63,000 miles in Spiral-4 rubber covered cable.

Also large quantities of field telephones, switchboards, field wire and carrier equipment.





The living-room caused the most comment and attracted more visitors than any other part of the furnishings display




# "I Saw It at the BANK"

By FLORENCE BROBECK

**MARBLE busts and granite walls give way to student art shows and modern home displays—with surprising results to all concerned**

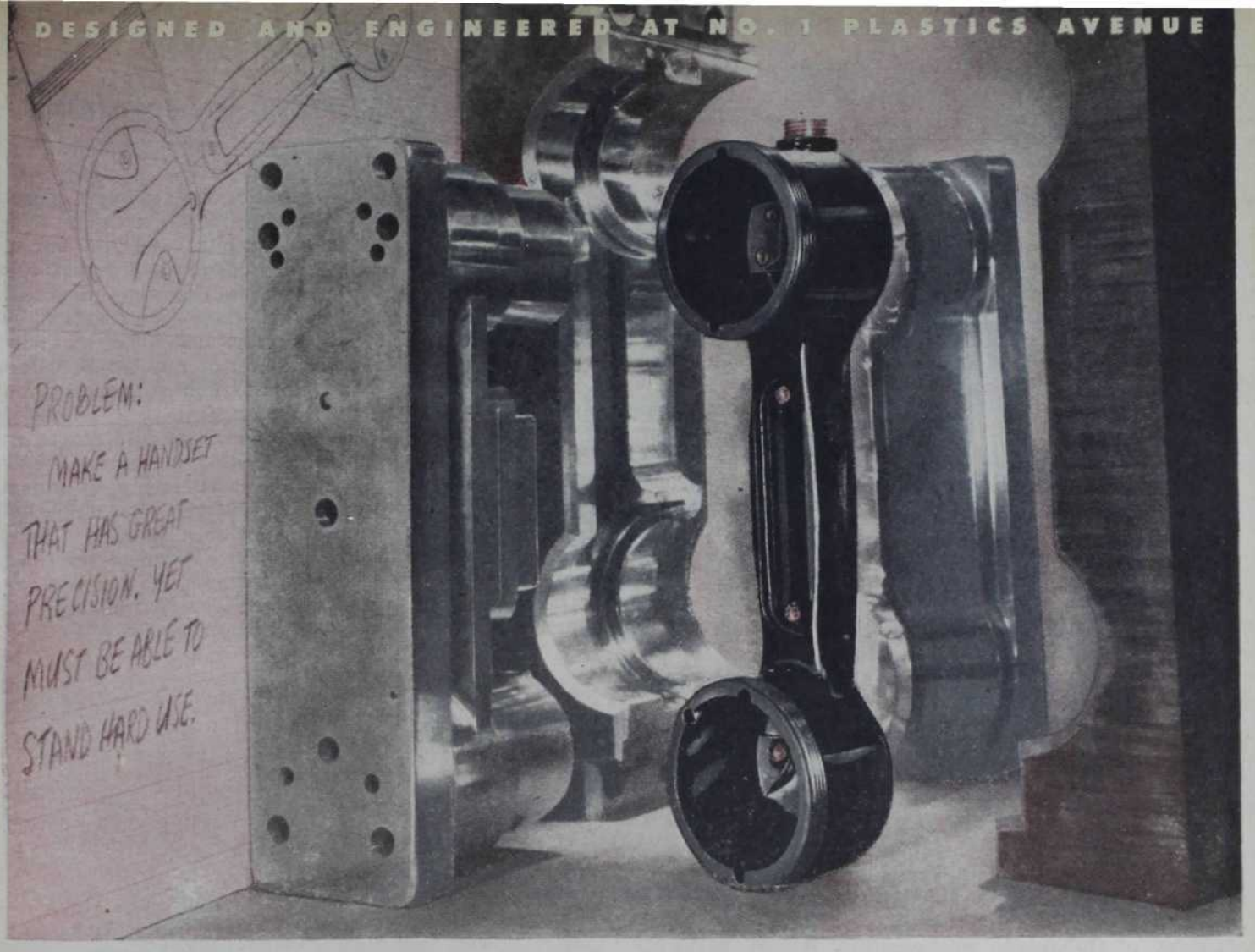
ALTHOUGH the recent opening of a home furnishing show in one of New York's oldest savings banks may be regarded as a colorful straw in the wind which blows around bankers' heads, it is not a lone straw.

The exhibit, *Rooms With a Forward View,* at The Bank for Savings is one of many such undertakings which progressive financial institutions are now offering. It all comes under the head of community service, or, in some banks, as real estate, mortgage loan and account promotion.

What led to home decorating displays in savings banks, and where the trend may eventually lead is a subject for more than idle speculation. Present activities indicate that the bankers' concern in the problems of the American family is increasing. This is important to returning soldiers who hope to marry and have a home, and to the thousands who have been waiting for the day when "we can build our new home."

The new trend started during the last depression when the banks, reopened, felt the need of making friends with the community again. Many, for the first time, began newspaper advertising and institutional promotion in magazines. George L. Colby, President of the First National Bank of Port Jervis, N. Y., was one banker who urged advertising as a means of establishing good will between the bank and its community. He said in an article addressed to bankers in 1938:

"After a lifetime of supposing that




# THE VOICE OF BATTLE—IN PLASTICS

● Here's something new in telephones. It looks much like an ordinary phone—*but this phone needs no batteries or other outside power.* And that meant a lot wherever battles were fought.

Just connect two phones together with a pair of wires—and talk. No power failures to worry about. The trouble, though, is that such "sound-powered" phones must be made with great precision. Ordinary molding processes just wouldn't do.

So RCA engineers brought their problem to No. 1 Plastics Avenue. Result: a battle station telephone that can take it and still dish out the orders. The Navy tests it by dropping it down a 6-foot chute at an 80-degree angle.

G. E.'s *complete* plastics service—with many new techniques perfected during the war—is ready to serve all industry in the planning of better peacetime products. Bring your plastics problem to G. E.—the world's largest manufacturer of finished plastics products. Write to Plastics Divisions, General Electric Company, 1 Plastics Avenue, Pittsfield, Mass.

*Hear the General Electric radio programs: "The G-E All-Girl Orchestra" Sunday 10 p. m. EWT, NBC. "The World Today" news every weekday 6:45 p.m. EWT, CBS "G-E House Party" every weekday 4 p.m. EWT, CBS.*

EVERYTHING IN *Plastics*

### G-E Complete Service — Everything in Plastics

*Backed by 51 years of experience. Plastics are not new to General Electric. We've been designing and manufacturing such products ever since 1894.*

**G-E Design and Engineering Service.** Our own industrial designers and engineers work together. Result: plastics parts that are both scientifically sound and good-looking.

**G-E Mold Service.** Fully equipped toolrooms. Skilled craftsmen with an average precision mold experience of 12 years. G-E molds are chromium plated for longer life.

**G-E Quality Control.** Our plastic products may pass through as many as 160 inspections and analyses. Negligible Army-Navy rejections.

**G-E Research** works continually to develop new plastics materials, processes, applications.

**G-E Manufacturing Facilities** are available for all types of plastic parts—for compression, injection, transfer, extrusion, cold molding, for both high and low pressure laminating, and fabricating.

GENERAL ELECTRIC

COAS-A4

BUY VICTORY BONDS

everybody knew what the banks do and how essential they are, we had a rude shock. It turned out that the neighbors did not understand us, after all. Today, to supply the sort of service that will tie us closely to the largest number of people is our purpose. We operate several activities which cannot possibly yield a profit comparable with the thought and effort they command. Nevertheless, these are worth while because they bring people into the bank, into contact with our officers and tellers, tie them to us as an institution. . . . It is only half of the job for a bank to provide the assorted services (school savings, trust department, small loans department, etc.). To complete the job it is necessary to inform the public frequently and persistently. So we advertise regularly in the local newspapers."

## Advertising war effort

MORE recently, the Citizens and Southern National Bank of Georgia made banking history by its series of newspaper advertisements consisting entirely of display editorials touching on the various phases of the war effort. Their editorial significance was so clearly defined that many newspapers carried them on editorial pages, the only advertisement on the page. In the course of the campaign, the bank's deposits increased 70 per cent.

Many of the people who came to open accounts stated frankly that they liked the spirit of the advertisements, and that they wanted to do business with the bank. The advertising paid, not only in cash dividends, but also in establishing community good will.

In the same spirit of wanting the community to know the bank better, the Liberty National Bank and Trust Company, of Louisville, Ky., made a motion picture of its varied activities including its staff at work, lines of depositors at its windows, and everything else connected with its day-to-day life. Originally put together to improve employee relations, this film became a valuable promotion piece to the public.

But more than display advertising and promotion movies was needed to strengthen bank relationships with the neighbors and to extend bank business deeper into community life. The country's growing interest in home building provided an opportunity.

The depression proved the old-style lump sum mortgage a pretty poor financial risk. A loan of $2,000 on a piece of property originally worth $6,000 remained at $2,000 for renewal after renewal. In the depression years, when the investor needed his cash, he had no way to get it except to foreclose or otherwise obtain title, only to find usually that the property had depreciated much lower than its boom-time value and then to a still lower slump-time value.

## New type house financing

THIS situation, and the Federal Housing Administration, brought many bankers and others to a new concept of real estate loans—insurable mortgages, the capital and the interest safeguarded. The depression also showed bankers that they must have someone in their organization for appraisals who had a better knowledge, not only of real estate values, but of building and construction.

By 1938 various associations of building material manufacturers and other agencies were erecting "model towns" and settlements of sample houses to show just how much of a home could be built for $2,000, $5,000 and other sums. Frequent references in public forums, magazines and newspaper articles and on the radio

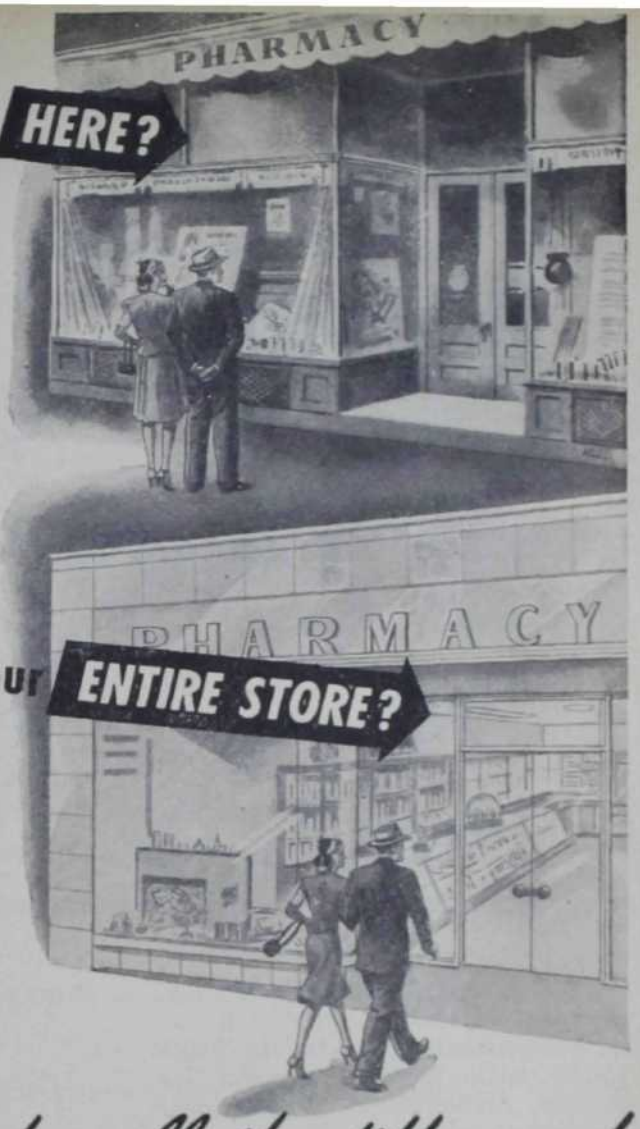
*(Continued on page 99)*





**This large, attractive bedroom—with gay chintz, white rugs, and comfortable furniture—pleased New Yorkers who were used to cramped apartment rooms**

# Does your visual selling stop HERE?




# ...or do you sell day and night with your ENTIRE STORE?

# THE VISUAL FRONT...makes all the difference!

Window shopping produces sales — there's no question about that.

But why not go further? Why not say "come right in" by providing a clear view of tables and counters of merchandise . . . by revealing the attractiveness and cleanliness of your store . . . by capitalizing on the attraction of seeing customers buying?

These are reasons why the Visual Front is being used today — and planned for tomorrow—to bring in more business. There are operating benefits, too. The clear glass front floods the interior with natural daylight; at night acts as a mammoth lighted display.

A Visual Front cleans easily, quickly, thoroughly — without harm to its finish. And it keeps its luster in spite of constant weather exposure.

Our Visual Front booklet contains pertinent information that you and your architect will find valuable in planning your next storefront. It's packed with design ideas and helpful facts on types of glass. Write for your copy, to Libbey·Owens·Ford Glass Company, 75105 Nicholas Building, Toledo 3, Ohio.

VISUAL LOF FRONT

Copyright 1943
Libbey · Owens · Ford
Glass Company

**LIBBEY·OWENS·FORD**
*a Great Name in* **GLASS**

# As Good Fellows Get Together

By OLIVER HOYEM




**THE identical fears and hopes of labor and management make for points of agreement. In the days to come more harmony is expected**

THE PICTURE of Philip Murray, president of the Congress of Industrial Organizations, leaving the White House with his arm around Ira Mosher, president of the National Association of Manufacturers, both sharing the same umbrella, was one which news photographers failed to get. Had the papers had a chance to title such a shot, some editor might have called it "Peace—It's Wonderful!"

Just ahead of the Murray-Mosher entente walked Eric Johnston, president of the Chamber of Commerce of the United States, and William Green, president of the American Federation of Labor. They were old friends who had long worked together.

This scene symbolizes the change which has been gradually taking place in labor-management relations over the past 12 years. Prior to 12 years ago, spokesmen for labor and industry would not have been seen fraternizing. Their organizations would have frowned upon such action.

This year, only William Green operated under a non-fraternization order—and not against industry but against CIO. AFL's Executive Council had not wanted him to become too intimate with Philip Murray.

The quartet had just come from a meeting with President Truman, Secretary of Labor Schwellenbach and Reconversion Director Snyder. The meeting had been called to plan a conference of labor and industry at which new ways to handle labor-management problems will be worked out.

The first meeting of this labor-management conference will be held in Washington either October 29 or November 5.

## A jerry-built structure

NEW rules are badly needed because government machinery for handling labor relations is a jerry-built structure involving an uncoordinated lot of agencies which multiplied rapidly during the war years, and even before.

The National Labor Relations Board was the first outstanding example of a labor board set up outside the Department of Labor to deal with industrial disputes.

In its independence it followed the precedent of the National Mediation Board which functions exclusively for the railway industry.

The National War Labor Board followed the independent pattern of NLRB.

Gradually, functions of the Labor Department were transferred to outside agencies. When the war ended, the United States Employment Service, Apprenticeship Training, and Unemployment Compensation were among the transferred labor functions administered by Paul V. McNutt in one or the other of his several capacities.

Smaller labor agencies were set up independently or were set up as adjuncts of war agencies. The Fair Employment Practices Committee was independent. The War Production Board administered a series of labor services, which included a labor advisory committee and a Production Drive Committee, whose function was to organize labor-management committees in war plants throughout the country. A Labor Advisory Committee operated in the Office of Price Administration. The War Manpower

# BURROUGHS MACHINES ARE PREFERRED WHEREVER YOU GO

**Because**—there is no match for Burroughs machines . . . built with precision to operate with precision . . . designed to provide long and dependable service.

**Because**—there is no equal to the range of the Burroughs line . . . machines for practically every purpose . . . machines specifically designed for specific jobs . . . machines flexibly designed for versatility of application.

**Because**—there is no rival to the Burroughs maintenance service . . . prompt, dependable and efficient . . . organized to give Burroughs owners freedom from mechanical interruptions, to insure them the fullest use of their machines.

**Because**—there is no equivalent to Burroughs counsel . . . technical help by machine accounting men with years of experience in planning efficient applications and installations for all types of businesses.

BURROUGHS ADDING MACHINE COMPANY
DETROIT 32, MICHIGAN

1st Burroughs
IN MACHINES
IN COUNSEL
IN SERVICE



IGURING, ACCOUNTING AND STATISTICAL MACHINES • NATIONWIDE MAINTENANCE SERVICE • BUSINESS MACHINE SUPPLIES

Commission had a Management-Labor Policy Committee with status and powers fixed by Congress. The War Department maintained labor relations experts. The Navy Department's labor relations experts took orders from admirals. Even the Department of Agriculture had an Office of Labor, and a special interest in migratory farm labor.

The Wage-Hour Division was one of the few New Deal agencies which continued to be administered under the direction of the Secretary of Labor.

Confusion was added to local strike situations when government intervention could be initiated from a dozen or more government agencies. An employer with labor troubles might hear from one or more representatives of NLRB, NWLB, the Conciliation Service of the Department of Labor, Army, Navy, WPB, OPA, WMC, FEPC, USES, WFA, Selective Service, the Department of Justice, the Department of the Interior, the Maritime Commission, the War Shipping Administration, the Office of Economic Stabilization, and even from the White House.

This hodge-podge of machinery kept labor-management disputes within bounds during the war. Patriotic motives helped, as did labor's no-strike pledge. But the end of the war automatically ended labor's no-strike pledge as well as some of the Government's war emergency machinery. At the same time economic forces dammed up during the conflict are being released, one by one. With loss of overtime pay due to the reduction of work hours to 40 a week, take-home pay based on wage rates is generally not sufficient to keep up with the increased cost of living.

## Labor has a high goal

IF WE are to believe the statement of Reconversion Director Snyder that an increase of 50 per cent in American standards of living is coming, wages must be boosted considerably. Labor already has adopted a 50 per cent increase in wages as its new goal. Already the Railroad Brotherhoods are demanding a 25 per cent wage increase from the country's carriers. Even if employers would agree to a gradual wage increase of this size, the problem of making the adjustment in an orderly manner would be gigantic. Even if we were to assume that labor and management would henceforth function as partners in enterprise, the ordinary human arguments that arise between partners in any undertaking could produce tremors that would shake our economy.

Nobody wants that. Everybody would like to avoid a series of strikes and lockouts similar to those which tied up industry after World War I. The goal today is peace—a reasonable amount of it—in postwar relations between labor and industry.

Yet the United States does not want labor-industry peace on the same terms as those which prevail in Soviet Russia. Strikes are barred in Russia because the State runs everything. The United States is pledged to democracy, to free enterprise, to free labor, and the right to strike is still labor's privilege.

Labor's right to bargain—and bargain collectively—for a share in the wealth produced in industry is part of our free enterprise system. This conflict of interests goes on and on like Tennyson's brook. Like the brook, this conflict must be kept within bounds, yet it must not be dammed up too long or it will break its bonds.

It was against this background that President Truman called the gathering of labor and industry spokesmen on that rainy August afternoon to arrange the coming conference.

"Let's get together," he told them. "Let's work out a plan."

The conference will be a gathering of labor and industry at which government will act as host. It will not be a tripartite meeting with Government deciding all disputes by joining with one side or the other. The objective is voluntary agreement.

Probably nine or eleven delegates will represent each side. The labor side will include representatives of AFL, CIO, the United Mine Workers, the Railroad Brotherhoods and the independent unions. If a no-strike pledge is to come out of the conference, the Government wants no strong organization left out.

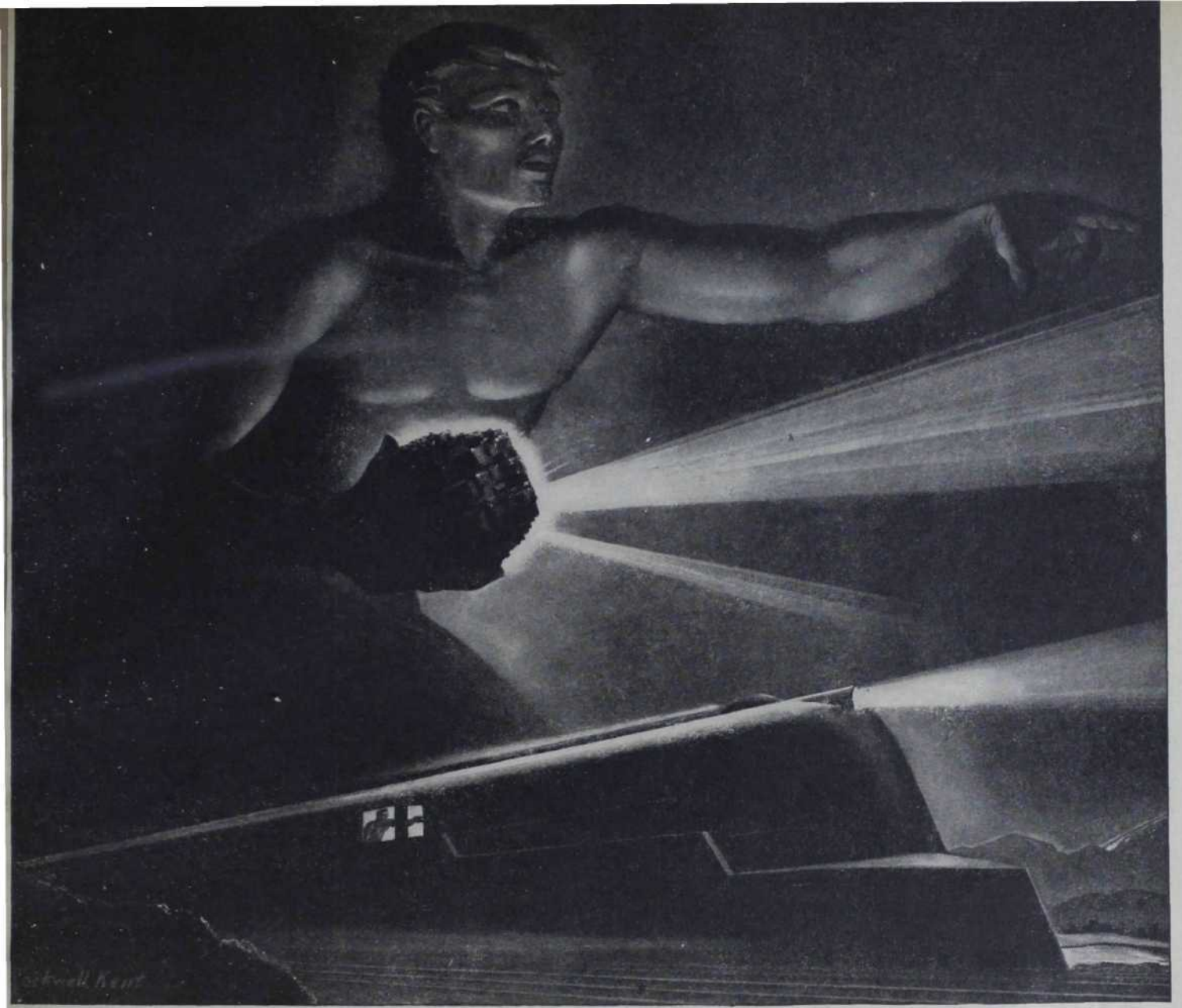
It seems evident that "farmer" and "consumer" groups as such will not be invited to participate. This limitation is expected to limit controversial issues. The conference will have a man-sized job, no matter what steps are taken to simplify it.

## Complexity may continue

EVEN the labor bureaus which disappear with the elimination of the war agencies which sponsored them will contribute to future complexities because it may be advisable to continue some of their ideas and programs, particularly those which are sound investments for the creation of national wealth. It may be wise, for instance, to continue, either in the Department of Commerce or in the Department of Labor, the work of WPB in stimulating increased production through labor-management plant committees. Some employers have resisted such committees on the ground that they are an invasion of management prerogatives, but other employers have found that it pays to enlist worker cooperation and re-




**The jerry-built house of current labor relations is due for a new foundation and some streamlined face-lifting**



# POWER . . . FOR THE WHEELS OF PROGRESS!

America's railroads . . . with nearly one-third fewer locomotives, almost one-fifth fewer passenger cars, one-fourth fewer freight cars, and 427,903 fewer men . . . hauled, in 1944 alone, nearly twice the freight, and more than twice the passengers carried in 1918, the peak year of the First World War. And 94 per cent of the locomotives that did this gigantic job were powered by Bituminous Coal.

### Improved Digestion for Iron Horses

Possessing almost 50 per cent greater tractive power than the iron horses of 25 years ago, the coal-consuming locomotives of today will, in turn, be superseded by still more powerful, *smokeless* locomotives tomorrow . . . thanks to greatly improved combustion promised by Bituminous Coal research.

### That Old Black Magic . . .

Bituminous Coal's vast contribution to the progress of America's railroads is restricted only by the ingenuity of man. A ton of coal is essential to the manufacture of every ton of steel used in the fabrication of rails, rolling stock, and bridges. From coal is generated the electricity that lights and air-conditions the trains; that activates the automatic switches and signal equipment. From coal come paints and plastics, the dyes, nylons and other fabrics that help give luxury cars their color and comfort.

Coal heats 4 out of 7 of our homes . . . and 62 per cent of all of America's electrical energy is generated from Bituminous Coal. Touched by the magic wand of chemistry, it produces more than 200,000 useful products, including high-octane gasoline, sulfa drugs, anesthetics, antiseptics, vitamins, aspirin, and insecticides.

### Coal . . . the Mightiest Mineral

American civilization depends on our 3,000-year treasure trove of Bituminous Coal . . . on the industry that last year powered our war effort with more coal than has ever been mined in any year, in any country. . . . Out of every dollar of Bituminous Coal sales, at the mines, on the average the miners receive over 60 cents in wages—the mine owners receive about 2 cents profit.

BITUMINOUS COAL INSTITUTE
60 East 42nd Street, New York 17, N. Y.

**BITUMINOUS COAL . . . LIGHTS THE WAY . . . FUELS THE FIRES . . . POWERS THE PROGRESS OF AMERICA**

# FACT OR FICTION? A QUICK QUIZ ON DULUTH-SUPERIOR









3 CRACKED ICE PRODUCED BY THIS SHIP WILL SUPPLY THOUSANDS OF U.S. SODA FOUNTAINS. FACT OR FICTION?



4 SNEEZES HELPED DEVELOP ONE LEADING TWIN PORTS INDUSTRY. FACT OR FICTION?

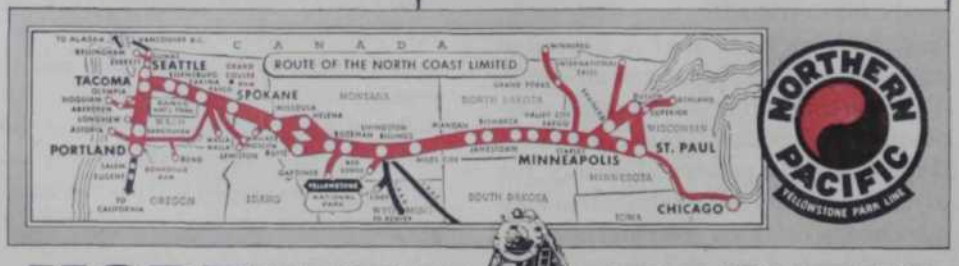
## CHECK YOUR ANSWERS HERE:

**1.** Fact. After Pearl Harbor, the Army secretly installed troops, air bases and bristling defense works to protect Lake Superior shipping . . . but no enemy attack was ever made. At stake was 85% of all iron ore going to U. S. steel mills, shipped from the Lake Superior region—much of it from Duluth and Superior. Northern Pacific, which hauls ore to dockside from the Cuyuna Range, salutes the Army and the Twin Ports for a great victory, well earned.

**2.** Fact. This "reservoir" is *Lake Superior*, world's largest body of fresh water. Water from the lake—miraculously clean, soft, and ice-cold—is drawn directly into city mains through intake pipes running a quarter-mile out from shore.

**3.** Fiction. The Mackinaw, most powerful ice breaker afloat, serves more important needs. Launched last December, it immediately freed four seagoing freighters, built in booming shipyards of the Twin Ports, for ocean service. By ramming passages in winter ice, the Mackinaw will add weeks to the lake shipping season . . . bring extra cargoes of ore, coal, grain, flour, gasoline and other products to and from the Twin Ports . . . and thus add still more traffic at America's second busiest harbor.

**4.** Fact. Clean, pollen-free air in this region, which gives hay-fever sufferers blessed relief, has helped make tourist business a major industry, ranking with such others as steel and wire products, fishing, refrigerators, and marine engines. After victory, Northern Pacific trains will again carry thousands to this lovely, "sneeze-proof" vacationland.




NORTHERN PACIFIC

*Main Street of the Northwest*


sponsibility for lowering production costs.

Major policy decisions are involved when it comes to the questions of whether independent labor agencies such as NLRB, FEPC, and USES should be coordinated under the Department of Labor; whether labor statistics now gathered by WPB, by the Social Security Board, by NWLB, and by the Department of Commerce should be coordinated under the Bureau of Labor Statistics; whether special services relating to health, feeding, education, training and housing of workers should be consolidated within the Department of Labor.

The problem is complicated by the question of whether to set up a Department of Welfare and transfer to it special services for women and children now administered by the Department of Labor.

### WLB affects labor disputes

LIQUIDATION of the National War Labor Board is one of the major problems of the Administration. It will continue to settle disputes, under Executive Order 9017 and the War Labor Disputes Act, until six months after the formal proclamation of the end of the war. Its functions under the wage stabilization program of the Oct. 2, 1942, Act of Congress, governing wage increases which require price adjustments, will continue until June 30, 1946. But in the enforcement of compliance it is already losing its war momentum. The President still has the right to seize plants of employers who refuse to comply with board orders, but it seems unlikely he will exercise it except in rare emergencies.

Meanwhile, although workers are cautious about striking when jobs are scarce, the unions are not renewing their no-strike pledge. They are not again relinquishing their major economic weapon without getting something of value in return. The NWLB evolved out of such an exchange of equities. A labor board for the reconversion period and beyond may grow out of the management-labor conference.

Groundwork for a mutually satisfactory procedure for handling labor disputes and at the same time providing protection for real wages and preventing either inflation or deflation can be laid by the coming labor-management conference, if expectations are fulfilled. Congress may be asked to give legal force to the agreements reached.

However, it is unlikely that the conference will agree to a wholesale re-

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This man is successful because he unfailingly guides business managers over reliable short-cuts that save manhours and mistakes — meaning money. He is the Marchant representative, and you'll find him right there in the phone book.



Large or small, your business runs on facts and figures. A Marchant specialist will be glad to analyze the figure work of your business and make detailed recommendations that will help you to get more figure facts quicker and at less cost.



He talks your language, having a broad business training . . . probably with accounting or engineering background. Further, he will utilize our national organization which for 35 years has been improving figure methods in every kind of business.




The 20 Points of Superiority of the Marchant Calculator make business shortcuts possible and are the basis of his system. The Marchant specialist never makes extravagant claims but proves to your satisfaction every point that will add to your profit.

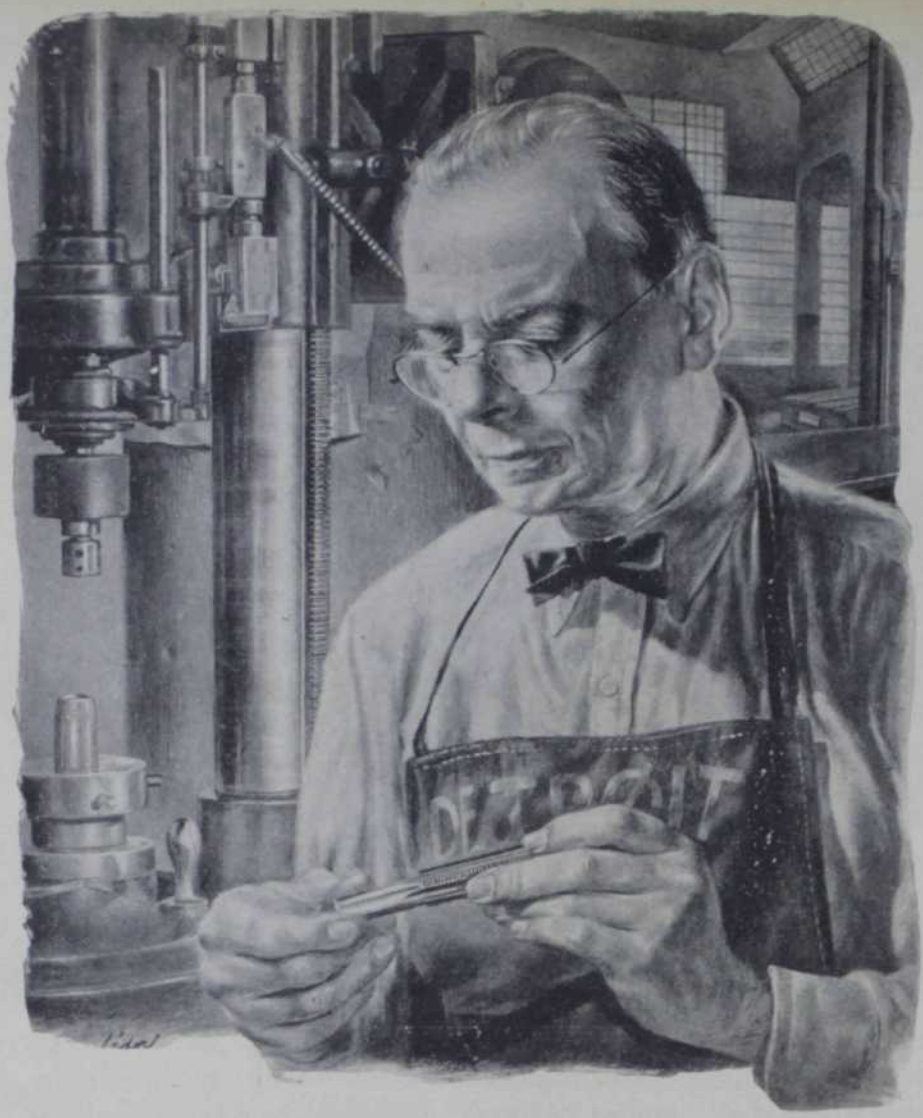



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This same fine quality of workmanship will help make better products on tomorrow's assembly lines for better living and faster transportation. The precision skill of Detroit Tap & Tool Co. is at the service of manufacturers designing better living for tomorrow.

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vision of labor law as proposed by the sponsors of the Hatch-Burton-Ball bill. Such an ambitious program could easily wreck the conference's chances of accord.

Without attempting to predict the recommendations which this conference ultimately may make to the President and to Congress, it is certainly a possibility that the principles of the labor-management charter which the heads of the Chamber of Commerce of the United States, the AFL and the CIO signed this spring will come up for reconsideration.

Signing of the charter was a step toward the conference idea. As a matter of fact, White House sponsorship for the charter program was considered. Among the reasons for rejecting it was a belief that labor and management would be wiser to form a partnership independent of Government, avoiding any tripartite arrangement which would permit the White House to dominate proceedings and determinations.

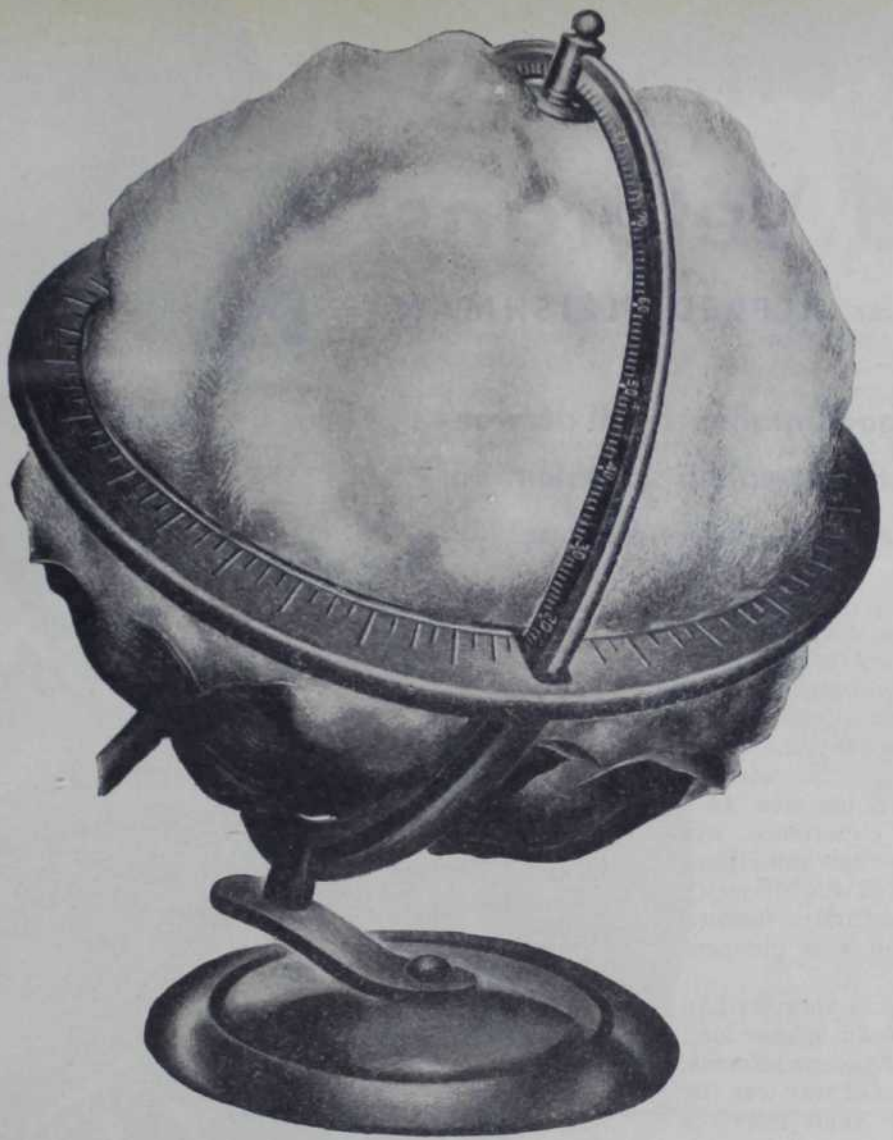
## Many organization jealousies

IT WAS asking too much, however, to expect a labor-management charter to submerge all the jealousies, frictions and conflicting ideologies which have made the various labor and industry groups the individual institutions which they are today. It became evident before long, particularly after the NAM raised objections to the charter and the AFL Executive Council told President Green that he was getting too friendly with the CIO, that only the Government, acting as host, could bring all the parties together to iron out specific problems.

Reaching some agreement is as important to the conferees as to the public. Both sides face the alternative that, if they don't agree, the Government must perforce step in with a program of its own. Some persons in the United States would welcome an impasse because they favor more intensive state control of the economic structure, but the leaders of Government, labor and industry are sincerely eager to maintain democratic control of labor relations.

There are many points of agreement between organized labor and organized industry that will facilitate further agreement. Both are committed to capitalism, to a system of free enterprise. Both fear inflation and deflation. Both have an interest in property rights, especially if one includes labor's claim to a property right in the job. Both have an interest in human rights, although labor in-

*(Continued on page 58)*



## Cotton's Market

Southern cotton's market is as big as the globe and as widespread as its two billion people. And so it will be for many years to come.

Not only because there'll be an unprecedented demand for the good cotton textiles of the South, but also because American ingenuity is finding dozens of promising new uses for King Cotton.

There will be cotton insulation for postwar homes . . . stronger cotton cord for postwar automobile tires . . . cotton laminated plastic . . . cotton paste . . . to mention only a few of the bright spots on cotton's prospect list.

As cotton men look to the future with confidence, so do all Southern manufacturers, merchants and farmers. And no wonder!

For only the Southland offers the unique combination of mild climate, fertile soil, rich natural resources, good labor supply . . . and the dependable, efficient all-weather mass transportation service of the 8,000-mile Southern Railway System.

Maybe *your* postwar markets will look better if you, too . . . *Look Ahead . . . Look South!*

Ernest E. Norris
President

LOOK SOUTH
LOOK AHEAD

**SOUTHERN RAILWAY SYSTEM**

***The Southern Serves the South***

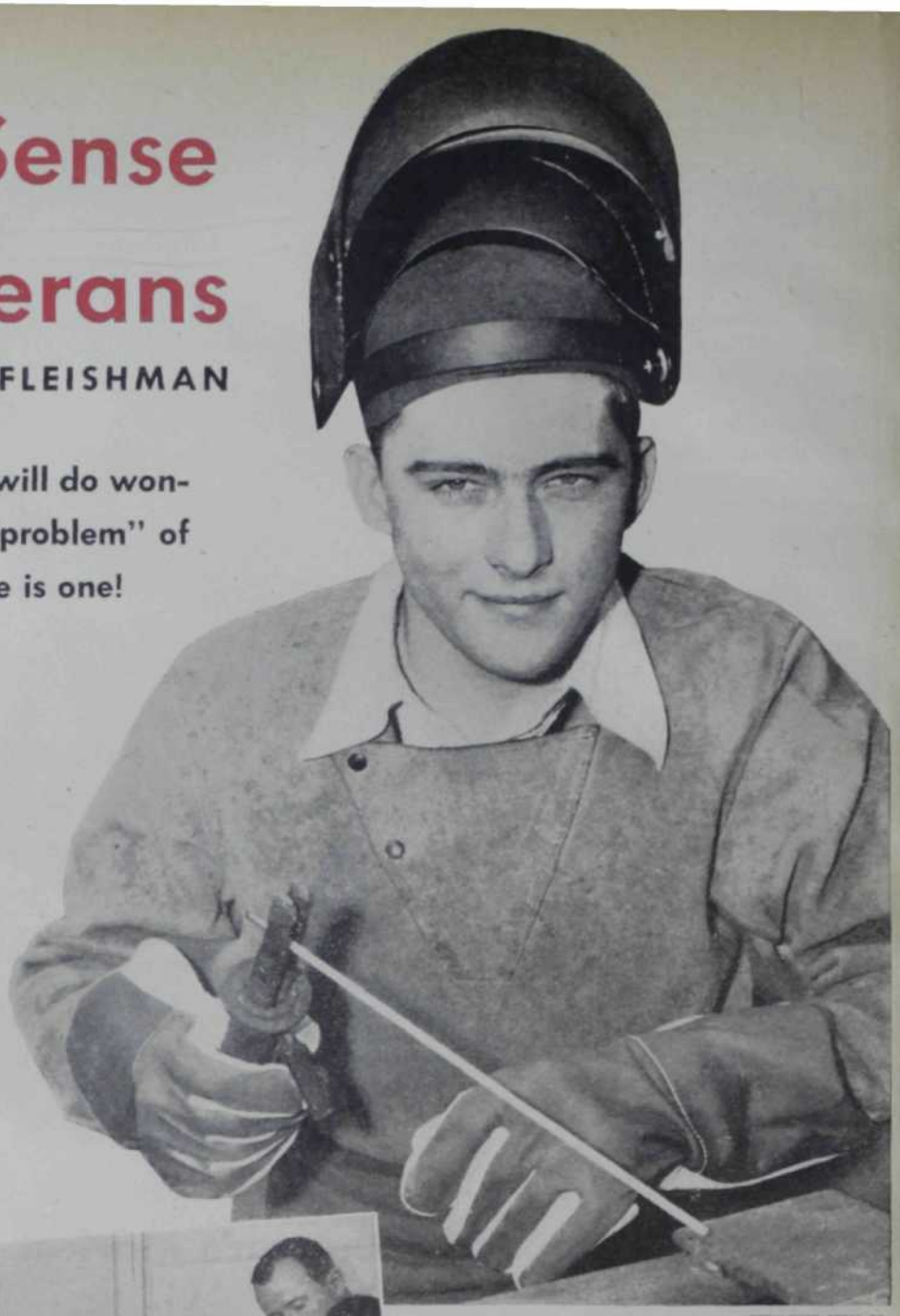
# Common Sense and Veterans

By Major ALFRED FLEISHMAN

**REALISM and good manners will do wonders in solving the so-called "problem" of returning service men—if there is one!**

THE ARMED forces deny that veterans as a group will constitute a "problem" to the community or to the business and industrial life of the nation. This is not to deny, however, that individuals among the veterans will have problems. Some men, as a result of their war experience, will have acquired new and sometimes strange habits, just as the majority will have gained maturity, learned new skills and found new independence.

Many will continue to view civilian life through the eyes of a soldier long after they have shed their uniforms. Learning the business of war was the remotest thing from their minds a few years back, but when it became their sole occupation it created problems. There is, however, nothing abnormal, unusual, or disturbing about this. The majority of people even in civilian life get upset or disturbed by almost any kind of drastic change. It requires the application of understanding, common sense, intelligent planning and time to overcome these conditions.



BETHLEHEM STEEL CO.

**Victory banquets are not suitable substitutes for a job and security**



**An aptitude test and retraining and in-service programs permit real ability to show itself—and give the veteran confidence**

In dealing with the returned veteran a realistic view of the over-all picture is important. It is generally agreed that the veterans of World War II represent the greatest potential political, social and economic forces extant in the nation in our time. The impact of their thinking and actions has not been fully pro-

# ... with these Familiar things?





**Q.** WHAT HAS HAPPENED TO SHOE SOLES THAT YOU SHOULD KNOW ABOUT?

**A.** Synthetic organic chemistry—to which UCC devotes much of its many-sided research—has made a real contribution to shoe soles. This research has produced, among hundreds of other types, a long-wearing, VINYLITE plastic that is an ideal raw material for soles.

**Q.** WHY WON'T A LIGHTED CIGARETTE RUIN THIS "WOODEN" TABLE?

**A.** This table top is made of a new furniture "wood." This material combines wood in all its natural grain and beauty with plastics so that it will resist even the heat of a burning cigarette ... and be remarkably free from mars and stains. Its manufacturer gets plastics as raw materials from a Unit of UCC.



**Q.** WHAT'S THE BIGGEST NEWS IN ELECTRICAL INSULATION?

**A.** Out of UCC research have come new flame-resistant insulating materials of plastic that mean added years of carefree service with safety. Out of the same research have come the synthetic organic chemicals *in quantity*, from which plastics are made for a profusion of useful things to make a better world for you.



**Q.** CAN A DASHBOARD GIVE A HINT?

**A.** Beauty and utility contributed by plastics to molded dashboards for postwar cars indicate how much has been and can be learned through research. They hint of thousands of improvements which can be achieved in products as plastics come back to peacetime use.

MEN have been able to improve these things because they have been able to improve the raw materials that go into them. The development of a wide range of plastics typifies the progress made with many other raw materials in the 20th Century. UCC contributions to this progress have involved more than a third of the known elements of the earth.

*If you would like more information about plastics, write for a copy of booklet N-10 "A Simplified Guide to* BAKELITE *and* VINYLITE *Plastics."*

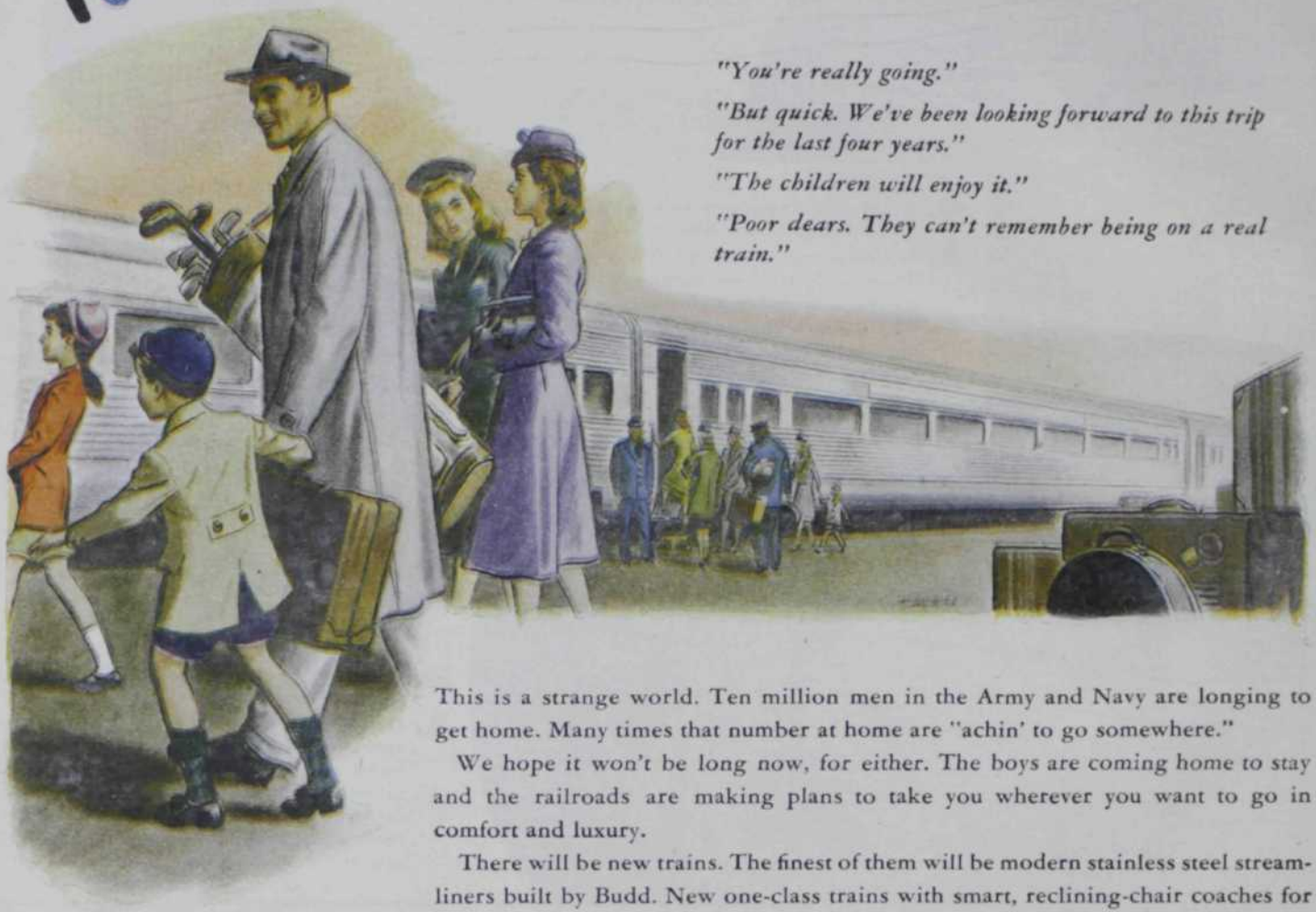
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**INDUSTRIAL GASES AND CARBIDES**—The Linde Air Products Company, The Oxweld Railroad Service Company, The Prest-O-Lite Company, Inc.

# It won't be long now



*"You're really going."*

*"But quick. We've been looking forward to this trip for the last four years."*

*"The children will enjoy it."*

*"Poor dears. They can't remember being on a real train."*

This is a strange world. Ten million men in the Army and Navy are longing to get home. Many times that number at home are "achin' to go somewhere."

We hope it won't be long now, for either. The boys are coming home to stay and the railroads are making plans to take you wherever you want to go in comfort and luxury.

There will be new trains. The finest of them will be modern stainless steel streamliners built by Budd. New one-class trains with smart, reclining-chair coaches for day and night travel. New Budd-designed sleeping cars with advanced ideas. Luxurious lounge cars and observation cars, beautifully appointed dining cars.

Budd is the only builder of railway passenger cars using the superior strength of stainless steel for structural strength and safety. Budd design is always ahead.



"This is the way to study geography, isn't it, Mother."
"It surely is, Bobby. You really see the country."



"This is really restful."
"Yes, this is the sort of trip I've been longing for."



The rooms in modern Budd-built sleeping cars are spacious and beautiful, with many new conveniences.

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*REG. U. S. PAT. OFF.

jected or felt as yet. When finally crystallized, however, it will vary directly with their intelligent reception, reintegration and readjustment into the American community.

Personnel and industrial relations officials have already found that by far the majority of returning veterans find it relatively easy to adjust to civilian occupations. Those who require special handling, however, may tax to the limit the ingenuity and patience of everyone with whom they come in contact.

Negative experiences with a relative few should not be allowed to prejudice the entire group nor should it give a distorted approach or point of view.

## Rekindle ambition

THESE are important basic principles which must be kept in mind when dealing with the returned soldier. Every means of providing new motivations and objectives must be sought. Opportunities for achieving self-reliance and self-respect should be available.

The veteran's interest in his own future must be rekindled. He must be approached as flesh and blood and not as a statistic.

Direct contact experience with large numbers of veterans during the past two years has indicated that there are many viewpoints which constitute a general pattern of some of the likes and dislikes of men in the armed forces and their relationship to industry . . . *and* the all-important *job.* Summarized, they boil down to the following, which are by no means intended as a complete listing of all the soldier's points of view, but rather has meaning only as it applies to industry and business.

1. Job placement is important. The kind of job a man does, dependent upon his capabilities and disabilities, is often a determining factor in his readjustment. Careful study and testing may be necessary to relate the veteran's desires and possibilities to the specific job in which he will "find himself."

2. The job must be one in which the veteran feels he is doing a full day's work regardless of any disability. The feeling of self-reliance and the ability to be self-sustaining are essential to any long-term satisfactions.

3. But this does not mean coddling or patronizing. The majority will resent any attitude which will imply "doing a favor." The few who present a contrary picture must be firmly and positively informed of their responsibilities to become productive individuals at the earliest possible moment. The nation appreciates their sacrifice, but no good purpose will be served if they are allowed to become shiftless and purposeless individuals. A real service in counseling can be performed for the veteran if this point is carefully driven home.

4. The veteran may not fit into the first job. Study him and the job, remembering that it sometimes takes time to get back into the swing of things again. The job should be as important as the one he left whenever possible. If it is not, loss of confidence in his own ability becomes progressively worse.

In one significant study it developed that the veterans who constituted "problems" had been given "sit-down" jobs as stock clerks, and so on, in the mistaken notion that this was better for a man returning from war. These men had previously held jobs which called for considerable expenditure of energy. A study of another organization which had relatively few difficulties with veterans indicated that an effort had been made to place former employees in the same active type of jobs they had held previous to their military service. Remember it may be the job, not the man!

5. Personnel officials should have an open door at all times to the veteran. They should make themselves available for consultation and advice. The veterans should be encouraged to "come in and talk it over" any time. Many problems can be spotted and averted in this manner. Personnel officials should read everything they can get their hands on about the veteran's experiences, thoughts and problems. Discussions within the office should be the means of disseminating the acquired information.

6. Whenever possible, qualified veterans should be placed in the personnel office. When properly trained, they are ideal for dealing with veterans, especially those who are on the road to becoming "problems."

7. Nothing takes the place of a personal interest in the veteran's return. A welcome by "top-side" officials in the nature of a personal note or an invitation to drop in, goes a long way. When highly placed officials find it possible to visit the ex-soldier at his bench or station in the office or plant, it is remembered for a long time. The first reception is extremely important.

8. Study the GI Bill and all other state and national legislation dealing with the veteran. Have some competent employee become familiar with the highlights of the laws and also know where to get detailed information so that advice can be given to the veteran who needs it.

9. Make no promises that cannot be kept. Discussions with the veteran about his future should be as realistic as possible. To do otherwise only postpones and accentuates the trouble.

10. Find out what the veteran's job in the Army was, and make use of it whenever possible. Tell him about it. It will help him to feel that an important part of his life has not been tossed away. It will help him also in reorienting his feeling toward those who "stayed home." Many carry a bitter feeling of resentment which hinders readjustment.

11. Provide a retraining and in-service program so that those who show ability and aptitude may win advancement.

12. Organize shop and plant committees of foremen and key personnel to discuss individual or group problems, techniques and developments. Encourage open discussion in the group—but point to the need of no discussion of individual's difficulties outside the group. Many experiences can be used to good advantage.

13. Beware of questionnaires! The average veteran is allergic to them. Get as much information as possible from forms already filled out by the veteran and obtain the balance through personal interviews.

14. Be on constant guard against employees who tend to aggravate the veteran's condition. For example if the veteran cannot tolerate sudden noises, the unthinking employee who ridicules him for his reactions may cause serious trouble. There may be many variations to this but in all cases foremen and workers must be educated constructively and given understanding of the condition and how they are aggravating it.

15. Keep in contact with community and veteran's information services, in addition to the other agencies dealing with veterans. Get all the information they have and pass on any



"That makes us partners, sonny"

*National Fire Prevention Week*
October 7-13

CLEARING inflammable rubbish out of attics, basements and storerooms—and taking other measures to prevent fires—makes us *all* partners in combatting one of the deadliest, costliest enemies of man.

Fire losses have almost doubled in the past ten years—yet nine out of ten are preventable. Therefore, guard against fire constantly—and be sure you have the best possible fire insurance and extended coverage protection.

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Nearly half a million Hardware Mutuals policyholders have found the *policy back of the policy* the answer to their need for the utmost in insurance protection and service, at the lowest possible cost—whether for fire, automobile workmen's compensation, liability, burglary or other types of insurance. For a perfect solution of your insurance needs, consult our representative about the "Program Plan."

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gained by your own organization which you believe will be of mutual assistance.

**16.** Organize a recreation program. It will help the veteran feel at home again in the new group and help restore any disproportionate sense of balance. It will also go a long way toward helping him make new friends. Friends are important. Bowling leagues, softball leagues, industrial leagues through YMCA's and other agencies should be thoroughly explored for the plant or industry. Large plants will find that the hiring of an experienced recreation counselor from the ranks of veterans will help.

**17.** The veteran may have a story to tell that will be of real interest and an incentive to those who remained at home. If he wants to, arrange for him to tell it. Smokers and banquets are good outlets.

**18.** But remember . . . victory banquets, no matter how flowery the oratory, parades, martial airs, and flag waving are not suitable substitutes for a job.

**19.** If the veteran is not working out properly, he may need medical attention. Make sure he gets it.

**20.** Always remember that nothing replaces good manners, understanding and common sense. A little thought about how you would want to be treated under similar circumstances will provide many guideposts.



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New cotton fibre — used in making Eagle-A Agawam Bond — gives it the crisp, impeccable look of the top-flight salesman — gives it the quality, texture and durability to permanently record vital business messages.

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# As Good Fellows Get Together

*(Continued from page 50)*

sists that human rights should take precedence over property rights. Both believe that a period of tremendous prosperity lies ahead for the people of the United States and of the world if we get down to business without delay.

### Oppose excessive control

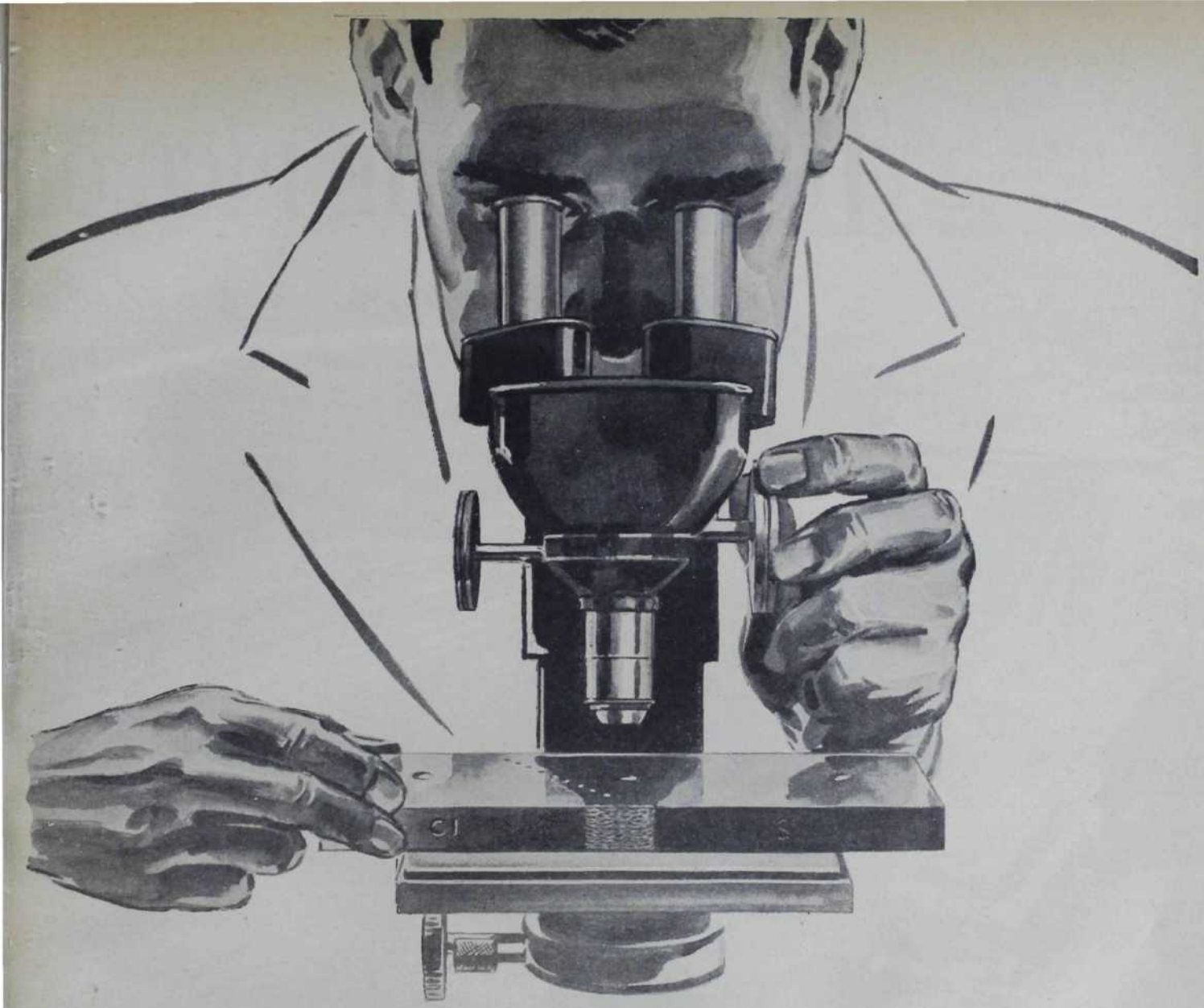
MOST business men do not want unions smashed; they believe that unions are here to stay. On the other hand, labor does not want to run business, even though it would like to be regarded as a partner.

Both are against excessive government control of labor relations and are convinced that labor and industry will strike against the Government if controls become too onerous. As between the AFL and the CIO, the AFL runs from government regulation faster than the CIO. Both would rather have occasional strikes than government regulation. Labor inclines to the belief that strikes are healthy indications that economic forces are functioning normally.

Beyond these beliefs in a large degree of freedom for the play of economic forces, however, is a growing apprehension on the part of both labor and industry that government will exercise an increasing control of economic forces. There may even be international controls of increasing complexity.

More national control is provided in the full-employment bill now before Congress. This proposal is one which the industry-labor conference must consider carefully. The working of the bill purposes general acceptance of government "responsibility" for full employment, of the "right" of all Americans to jobs, and the policy that the United States will "assure" sufficient employment opportunities to enable workers to exercise their rights.

Somehow free enterprise, free collective bargaining, the "right" to work at high wages, and government "responsibility" may be merged into a satisfactory existence for future generations by the democratic processes now at work in the United States. It is important that every citizen keep his eye on the situation—on the Murray-Mosher umbrella and on the agreements which come out of the forthcoming conference.



# The Molecules that wouldn't merge



Strangely enough, one of the most unusual and baffling problems in arc welding came with one of the most common of metals — cast iron! The intense heat of the electric arc allowed the carbon to change form and collect into a thin film between weld metal and cast iron, there to harden and form an imperfect bond. Such poor mixing at the fusion zone could have but one result: brittle joints that failed under stress.

Here was another job for P&H research. After months of experimentation came a new electrode that did the trick — P&H "Harcast". Here was an end to carbon "filming". Instead, it produced an interlocking action of metallic crystals that meant a stronger joint. Now, you could merge iron with iron, or iron with steel and be assured of lasting, uniform welds. Today, it is saving thousands of dollars each year for users in fabrication, repair welding, and in the reclaiming of cast iron parts.

Now, as P&H research turns to new problems, "Harcast" joins other electrodes in the complete P&H line which serves practically every welding need. Like all P&H welding electrodes, it has been thoroughly proved by one of the world's largest *users,* as well as *makers,* of arc welding equipment.

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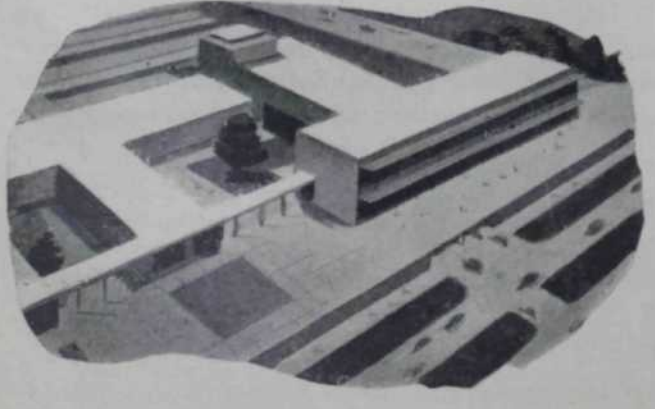
# TO SPEED THE PACE OF

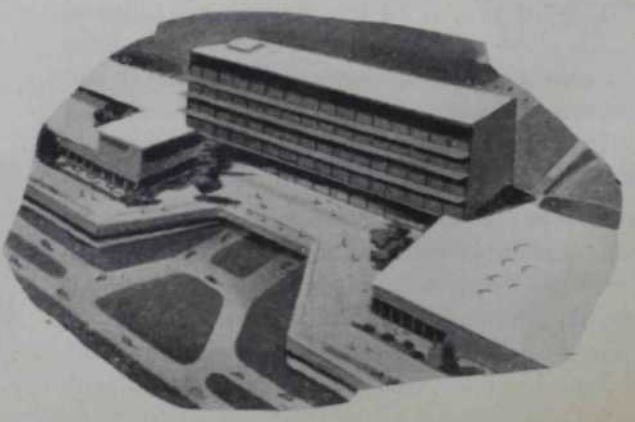
## *— and bring you better things*



**THE BUILDINGS** of the Technical Center will face a seven-acre lake. These buildings will be connected by a covered walk and vehicular roadway. Sketched below is the Advanced Engineering Building in which improvements will be quickly made in existing products.

**LOCATED ON** a major highway leading from Detroit, access to the Center will be through the Administration Building sketched here. A system of modern roadways will provide practical opportunity to study traffic control as well as to make simple road tests of new car developments.





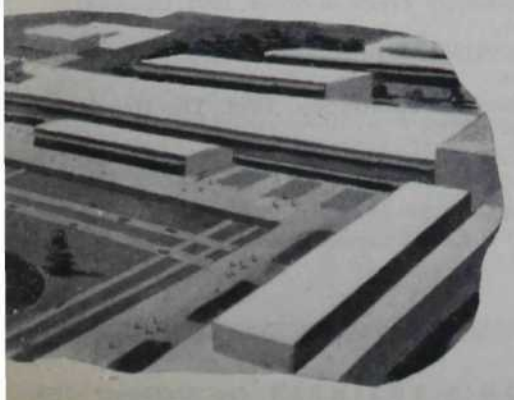


# PROGRESS

*more quickly*



**A FLOOD OF SUNSHINE** will pour into the southern windows of the Research Buildings where experimental work is carried on in such diverse fields as the study of chlorophyl, research into fuels and engine design.



## The New GENERAL MOTORS TECHNICAL CENTER will be created to stimulate opportunities, promote employment and bring about MORE and BETTER THINGS FOR MORE PEOPLE

THESE are times when the world cries out for new and finer things. There is a great hunger, broad as all mankind, for happier relationships among men — for greater individual opportunity for accomplishment, for more and better goods within reach of everyone.

It is by satisfying this hunger that we can bring greatest benefit to our national economy in the future. Through such action lies the road to more good jobs, to an ever-rising standard of living through the continual replacement of old things with new and better ones.

The General Motors Technical Center is dedicated to such an objective. It will occupy a 350-acre tract of land outside of Detroit as soon as conditions permit. Its purpose is to develop new things that add to the comfort and security of our living, and to enable existing things to be made more efficiently, hence at lower selling prices, so more people may own and enjoy them — all with expanding job opportunities.

It will shorten the time required to bring the work of creative thinkers out of the idea stage and into usable reality.

Here in groups of buildings designed especially for the purpose, General Motors will gather in advantageous and inspiring new surroundings the most modern facilities for research, advanced engineering, styling and the development of new manufacturing techniques.

Here physicists and engineers will discover new facts and convert them into new improved products. Stylists will give them new and more attractive form. Process engineers will develop better manufacturing techniques for making them.

Science here will go to work in the interest of economic progress. And history is full of proof that when science is so harnessed, more jobs are created, more comforts and conveniences are brought within reach of more people.

Serving as a source on which the engineering staffs of all of our Divisions may draw, the General Motors Technical Center will stimulate improvement in all General Motors products. Automobiles, refrigerators, Diesel engines, locomotives and other good and useful things may be expected to be improved at even faster pace than in the past.

But the work of the Technical Center will not be confined to existing things. It is dedicated to the idea that progress is the servant of mankind and that whosoever advances it not only helps himself but his fellow men. Its goal will be "more and better things for more people," whether that comes through improvement of the old or development of the new.

# GENERAL MOTORS

*MORE AND BETTER THINGS FOR MORE PEOPLE*

**CHEVROLET · PONTIAC · OLDSMOBILE · BUICK · CADILLAC · BODY BY FISHER**
**FRIGIDAIRE · GMC TRUCK AND COACH · GM DIESEL**

*Every Sunday Afternoon*
GENERAL MOTORS SYMPHONY OF THE AIR—NBC Network

**MAKE VICTORY COMPLETE—BUY MORE WAR BONDS**

# Our Isolationism: Fact

By JUNIUS B. WOOD

AS THE RED LIGHTS of war fade out and "All clear!" sounds over the world, the United States is at a crossroads. The future of our country and of the people —their daily lives, education, trade and industry—depends on which course is taken.

Two roads lie open.

The one is that which the nation has been following in recent years, while democracy has been by-passed, to meet war's demands. This road leads to increasing dictatorship of national affairs by the executive arm of the government. Those in other countries who followed this road before the war now cry to us for help and relief from their misery.

The other road is that which has made the United States the greatest nation of history. To follow this road means to return to constitutional processes—with democratic discussions of domestic policies and of our relations with the rest of the world.

Millions of Americans little suspect that it is possible for our country to follow any but the latter course. That is because they are not informed about the ambitions and activities of a determined minority in our midst.

To this minority, democracy is old-fashioned, out-of-date, too slow for the fast-moving world of tomorrow. This minority is made up of mixed groups which know what they want. Its approach is subtle and adroit.

Its accusations and proposals are varied. Those heard most often include:

1. World conflicts, particularly the devastation of World War II, were caused by the refusal of isolationist United States to cooperate with other nations.

2. The constitutional requirement that the Senate approve treaties with other nations wastes time; discussions in Congress or by press and public are unnecessary; and both should be replaced by executive agreements between heads of governments.

3. For similar reasons, in domestic affairs, officials, even when appointed and not elected by the voters, should continue to legislate by decrees, thus reducing the voice of Congress and popular opinion in domestic affairs.

4. Such decrees should not be reviewed by courts. Each official should be supreme in his area in line with the charge made a few years ago that the judiciary is no longer responsive to public needs.

5. Freedom of speech, particularly of press and radio, is irresponsible, impedes officials and should be under stricter government control.

The groups in this minority are spearheaded by officials and functionaries in the State, War and Navy Departments and emergency war agencies which have enjoyed supreme wartime authority.

Though united against what they considered unnecessary interference by the public or by the legislative and judicial branches of the Government they do not agree among themselves. President Truman already has been asked to decide a dispute over whether the War or State Department shall control liberated countries of Europe.

### Official cliques and pressure groups

THE same issue is shaping up for Japan and Asia. Until the War Department permits, the State Department cannot assign men with years of experience in those countries. The pet project of the Navy is a communications monopoly under its control.

Even less united than the official cliques but much more numerous are the pressure groups who can influence officials more easily than they can an inquisitive

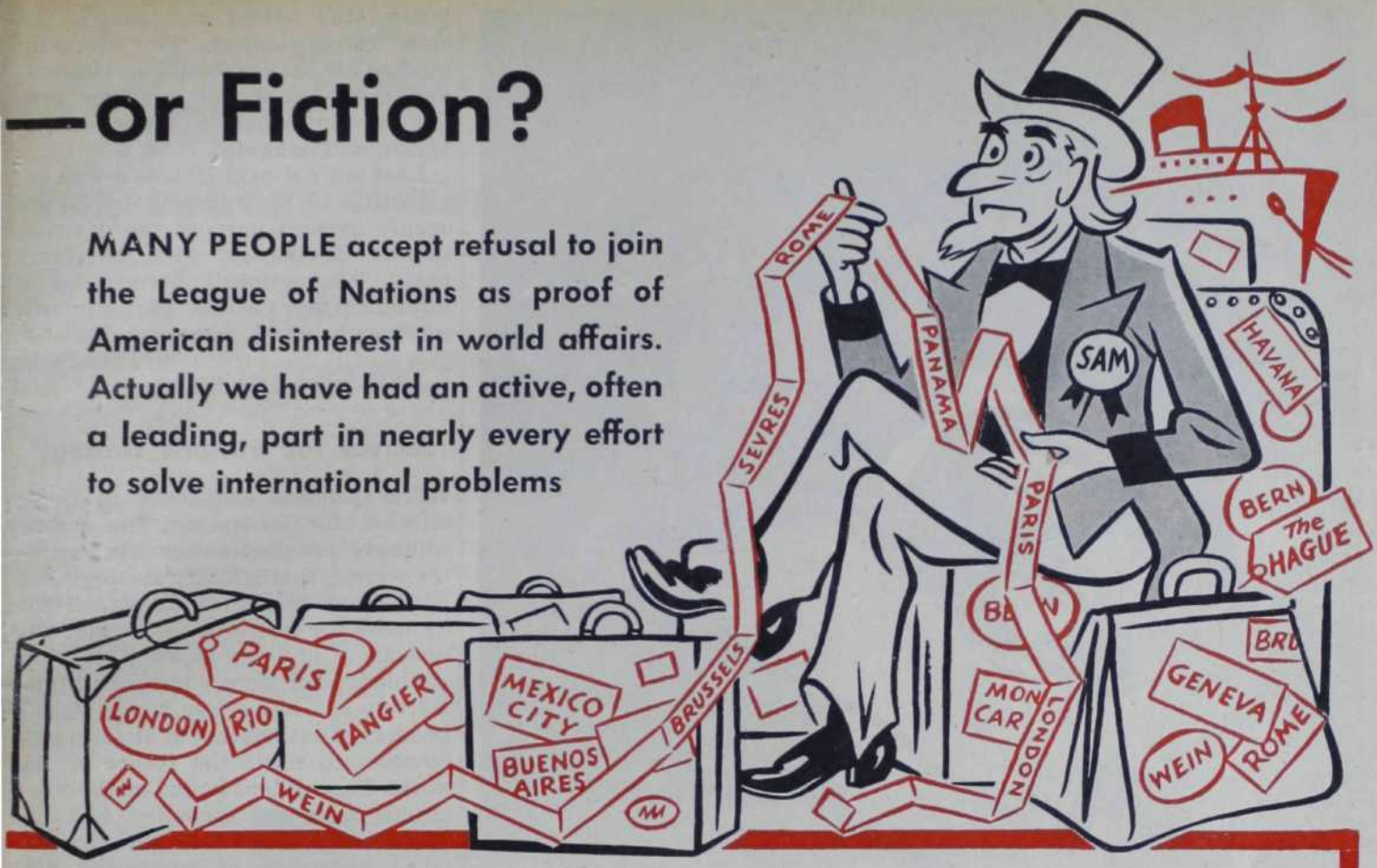
## Uncle Sam's International Memberships

— *their dates of founding, permanent headquarters and number of members (for brevity, the word "International" is omitted from each title), are:*

1. Commission for the Maintenance of the Lighthouse at Cape Spartel. 1865. Tangier, Morocco. 12 countries.
2. Telecommunications Union, succeeding Telegraph Union of 1869. Berne. 78 countries, colonies and territories.
3. Penal and Penitentiary Commission. 1872. Berne. 28 countries.
4. Universal Postal Union. 1875. Berne. All countries.
5. Bureau of Weights & Measures. 1876. Sevres, France. 32 countries.
6. Meteorological Organizations. 1878. DeBilt, Holland. 54 countries.
7. Bureau for the Protection of Industrial Property. 1884. Berne. 29 countries.
8. Statistical Bureau at The Hague succeeding the Statistical Institute of 1885. The Hague. 32 countries.
9. Bureau for the Publication of Customs Tariffs. 1891. Brussels. 56 countries.
10. Office for Collecting and Preserving Information Relating to the Liquor Traffic in Africa. 1892. Brussels. 7 countries.
11. Association of Navigation Congresses. 1894. Brussels. 40 countries.
12. Permanent Court of Arbitration. 1899. The Hague. 45 countries.
13. Office of Public Health. 1903. Paris. 67 countries, colonies and territories.
14. Institute of Agriculture. 1905. Rome. 50 countries.
15. Association of Road Congresses. 1908. Paris. 38 countries.

# —or Fiction?

**MANY PEOPLE accept refusal to join the League of Nations as proof of American disinterest in world affairs. Actually we have had an active, often a leading, part in nearly every effort to solve international problems**




16. Committee of the League of Nations on the Traffic in Opium and Other Dangerous Drugs, succeeding the Hague convention of 1912. 24 countries.
17. Map of the World on the Millionth Scale. 1913. Southampton. 54 countries.
18. International Labor Organization. 1919. Montreal. 60 countries.
19. Council of Scientific Unions. 1919. Brussels. 42 countries.
20. Hydrographic Bureau. 1921. Monte Carlo. 22 countries.
21. Criminal-Police Commission. 1923. Vienna. 30 countries.
22. Seed Testing Association. 1924. Copenhagen. 26 countries.
23. Technical Committee of Aerial Legal Experts. 1925. Paris. 33 countries.
24. Wheat Advisory Committee. 1933. London. 22 countries.
25. Commission on Historic Monuments. 1934. Paris. 32 countries.
26. Committee on Social Questions of the League of Nations. 1936. Geneva. 25 countries.
27. Sugar Council. 1937. London. 17 exporting and 4 importing countries.
28. Intergovernmental Committee on Political Refugees. 1938. London. 32 nations.

## Inter-American Memberships

*All of the 21 American nations, exclusive of Canada and European colonies, are members of most of the Inter-American organizations, the principal ones being:*

1. Pan American Railway Committee. 1889. Buenos Aires.
2. Pan American Union. 1890. Washington.
3. Postal Union of the Americas and Spain. 1911. (U. S. joined in 1922.) Montevideo.
4. Institute for the Protection of Childhood. 1928. Montevideo.
5. Permanent Committee of Havana. 1928. Havana.
6. Inter-American Commission of Women. 1928. Washington.
7. Gorgas Memorial Laboratory. 1929. Havana.
8. Pan American Institute of Geography and History. 1929. Mexico City.
9. Pan American Sanitary Bureau. 1902. Washington.
10. Experts on Codification of International Law. 1933. Washington.
11. Pan American Highway Organizations. 1936. Washington.
12. Permanent Committee of Jurists on Civil and Criminal Law. 1938. Lima.
13. Inter-American Financial and Economic Advisory Committee. 1939. Washington.
14. Inter-American Juridical Committee. 1939. Rio de Janeiro.
15. Inter-American Radio Office. 1939. Havana.
16. Inter-American Coffee Board. 1940. Washington.
17. Emergency Committee for the Administration of European Colonies. 1940. Washington.
18. Pan American Resources Commission. 1940. Washington.
19. Pan American Soil Conservation Commission. 1940. Washington.
20. Inter-American Statistical Institute. 1940. Washington.
21. Inter-American Indian Institute. 1940. Mexico City.
22. Emergency Advisory Committee for Political Defense. 1942. Montevideo.
23. Inter-American Defense Board. 1942. Washington.
24. Inter-American Institute of Agricultural Sciences. 1944. Turrialba, Costa Rica.




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Plan now to make your postwar package as modern as your postwar product. And that's easy when you use KIMPAK* Creped Wadding. For KIMPAK dresses your package as it protects your product. It complements the beauty of your product—provides a jewel-box setting that increases eye-appeal and buy-appeal.

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REG. U.S. PAT. OFF. & FOREIGN COUNTRIES

*TRADE MARK

CREPED WADDING

public; the honest enthusiasts, the spice of democracy, who eternally hunger for changes and experiments, and the professional publicity promoters who "speak for millions," unknown and unnamed.

Last but not negligible is a well organized and incorporated party, its openly avowed purpose the destruction of democracy, with its secret party "conventions" directed by a foreign power whose plotting will continue behind a gossamer-thin curtain until the profits of friendship cease to pay off in billions.

## Secrecy for wartime strategy

WITH justified confidence in those selected for leadership, the public willingly accepted and cooperated in the secrecy that military strategy and production demanded. It waited for its news for hours or years later for reasons of military security.

This type of secrecy in non-military matters has had a less happy result. Leaders of nations met in historic conferences to settle the future of the world. The millions bound by their decisions were not consulted and the precautions of military security delayed disclosure of what was discussed. Some agreements, as the Atlantic Charter, have become haunting memories.

Others, as Yalta, are diplomatically explained as misunderstandings. When the Red armies moved into eastern Europe, Stalin explained that others did not understand the agreements, a fact heatedly corroborated in Parliament by Churchill, several months later, when he no longer was one of the "Big Three" but an unbridled Commoner. Only last month when the Red Armies moved into the Kuriles was it disclosed that those islands facing Alaska had been awarded to Stalin at Yalta.

With the disillusioning surprises and surmises which have followed those conferences, Americans may wonder whether more agreements or misunderstandings still are undisclosed. Even new members of the powerful trio, deciding the fate of the world as never before, must depend on the memories of lesser lights who merely fringed previous conference tables. Secretary of State Byrnes, a former court stenographer, may have notes.

In these conferences, the pomp and secrecy of departed kings and fallen dictators replaced the open discussions in Congress and by the people which, since this nation was founded, had preceded decisions of such vast importance to the country or to the

# *Three-Tier...*

## THE "BUDGET" SLEEPER

•

## *Economy achieved by New Design*

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Overnight comfort is assured by well-conceived arrangements and facilities in the *Three-Tier* sleeper. Each berth is full length, easily accessible and curtained for privacy. It has clothes hangers, shelves for personal effects, and individual control of lights; air conditioning. Each compartment has handy wash basin, dental faucet and outlet for electric razor. Other commodious dressing rooms and complete toilet facilities are provided at each end of the car.



PATENTED



For daytime travel, seats are individually reserved . . . each is adjustable and has restful sponge rubber cushions and separate arm- and foot-rests. Ample luggage space includes compartment under each seat. Wide windows, for scenic enjoyment . . . good reading light . . . healthful air conditioning and temperature control . . . roomy aisle along one side.

When you want to travel pleasantly on a limited budget, you'll find the *Three-Tier* sleeper both thrifty and comfortable. Its popularity is already amply proven and *travel-tested.* Several of these cars, finished just before Pearl Harbor, have delighted passengers in hundreds of thousands of miles of constant wartime service.

By increasing the capacity of the car to 42 berths, lower operating costs were made possible, without sacrificing essential comfort features. Actually, such ingenious use of space is made that *extra* conveniences are provided for each three- or six-berth compartment.

The craftsmanship of veteran builders is apparent in *every* car produced by Pullman-Standard. Quality is our business. In generations of carbuilding, Pullman-Standard engineers and designers have pioneered many of the technical advances and improved passenger accommodations which give their cars well-recognized superiority. *With equal safety, no modern passenger cars have been built at weights lower than those achieved by Pullman-Standard. None more rigidly conform to all established safety requirements.* Deservedly, Pullman-Standard builds the *most* because it builds the *best.*

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**CHICAGO · ILLINOIS**

***World's largest builders of modern streamlined railroad cars***

Offices in seven cities . . . Manufacturing plants in six cities

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If you are planning to establish a Pacific Coast factory this is the time to get in on the ground floor.

 As reconversion progresses, new buying habits are being formed by 16,000,000 Western people. *Your* product can become a vital part of the Western economy if you locate a plant to serve the West.

 It will pay you to find out now why General Electric Co., International Business Machines, Food Machinery Corp., Joshua Hendy Iron Works, Permanente Metals Corp. and scores of others selected the advantages of Santa Clara County's *decentralized* manufacturing!




Write on your business letterhead for Post War Pacific Coast, a factual 36 page book about Santa Clara County and the West. It's free.

DEPT. "N" — SAN JOSE CHAMBER OF COMMERCE
SAN JOSE 23, CALIFORNIA



SANTA CLARA COUNTY *California*

The population center of the Pacific Coast

rest of the world. Military security was presumed to justify the method at the time but, even so, the results were deplorable to all leaders and people not born to the way of dictatorships.

But military security no longer straitjackets the United States, so those who, for varied reasons, would dispense with what they call out-of-date democracy, fall back on other arguments.

### New arguments are used

THEIR charge that the United States refused to join in international activities has been repeated so persistently that most persons actually believe it. The truth is that, starting with the Postal Union which the United States proposed in 1863, this country originated many of the world organizations which have endured through the years while its record as an international "joiner" and participant in world congresses and conferences is unequalled by any other country.

Because we did not join the League of Nations, this country has been labelled isolationist. But while the League debated and jockeyed over power politics, the United States worked for world peace—the Washington naval limitation agreement, the nine-power treaty, the Kellogg-Briand pact, three disarmament conferences—before it was finally deserted by the dying league when Secretary of State Stimson opposed Japan's aggressions in Manchuria.

After 1940, war colored the international conferences for peace. Allied organizations were established as the Combined Boards in Washington and other joint staffs and defense commissions. The heads of nations met eight times in different parts of the world, their ministers also conferred and governments sponsored many special congresses—food and agriculture at Hot Springs, Va., UNRRA at Atlantic City, money and finance at Bretton Woods, politics at Dumbarton Oaks, aviation in Chicago, American cooperation at Chapultepec, labor in London and the United Nations organization in San Francisco.

Though all of these were wartime conferences—initiated by the United States—they created international organizations. The food and agricultural body has its headquarters in Washington, UNRRA's latest meeting was in London, aviation met again in Montreal, and the labor organization will meet in Paris.

*(Continued on page 112)*

# Finer Fabrics, Fresher Foods, Better Bathtubs from Priceless New Petroleum Products!

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The ceramics industry is making use of new products from petroleum to improve glaze on bathtubs, other articles.




New products from petroleum go into the packaging of many foods. For instance, one is used to grease-proof paper.



Among the many petroleum products used in textiles is one that makes tarpaulins proof against mildew.



The plastics industry uses new products from petroleum as plasticizers for synthetic resins and other materials.



Virtually everything you wear gets something from petroleum. These dresses were made with the aid of special rayon oils.

TODAY, in addition to new super gasolines and lubricants, crude petroleum is yielding hundreds of amazing new products used to improve the processing of everything from food to bathtubs.

Socony-Vacuum Process Products, these newest developments from petroleum, already are serving more than 30 U. S. industries. They are speeding operations, increasing efficiency and lowering costs.

And this new ally of industry is still growing. New uses for present products and entirely new products are being added almost daily.

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**A New Service to Industry by**

## SOCONY-VACUUM OIL CO., INC.

# Better Jobs for Better Miners

By CARLISLE BARGERON

**HIGH-TYPE workers are required to mine coal. The operators are discovering how to attract them**



HAMILTON WRIGHT

"I love work," says Victor Pegorie who has not missed a day's work in 45 years

CHANGING TIMES are giving the bituminous coal miners, certainly in the Allegheny and West Virginia fields, not only higher living standards but also a new dignity.

Companies in this area include Jewell Ridge Coal, Pittsburgh Coal, Island Creek, Frick, Koppers, Pocahontas Fuel, Inland Steel and Consolidation. The mines have become increasingly mechanized, and workers with higher skills are more necessary today than ever before.

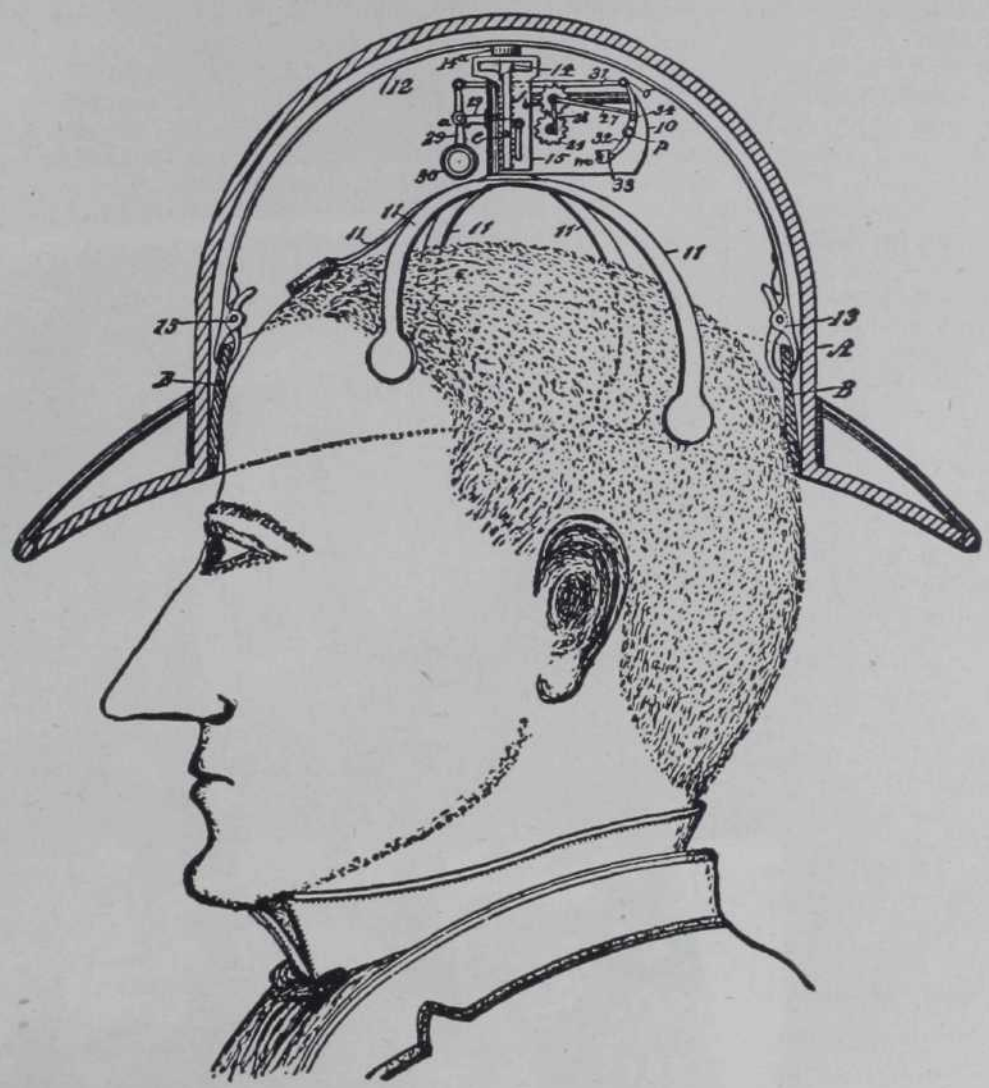
The operators' problem thus is to attract and hold the better type of worker. In this they are succeeding, to the miners' advantage.

Better transportation and improved roads have led large numbers of miners to move out of company towns to neighboring communities. The companies themselves—not-




HAMILTON WRIGHT

Traveling stores—with their own tailors to make alterations—bring mining town residents the latest styles. On a single trip one truck sold $100,000 worth of furs, including wraps up to $500



*Saluting Device, U. S. Patent No. 556,248, granted 1896.*
*Patent description supplied upon request.*

# Keep this under your hat . . .

Next time you meet a lady friend, you needn't tip your derby. Just nod your head, and this device will do the job for you!

Wonderful, as the saying goes, what people will think up. We, too, have an idea, for instance . . . only it's slightly different. Instead of such far-fetched devices, *our* scheme does without 'em!

It's called the Comptometer Check-and-Payroll Plan, which may not *sound* so startling. But it's a wonder at digging payroll departments out from under paper-work.

Unique among all other systems, it eliminates repeated postings and cuts filing down to nil. All that's required is a payroll check or a cash envelope. Reason enough why it's *faster*. You can finish the payroll and get wages to employees in less time . . . at lower cost. And it makes full use of your present machines.

Your nearest Comptometer Co. representative can demonstrate these facts. Why not get in touch with him? The Comptometer, made only by Felt & Tarrant Manufacturing Co., Chicago, is sold exclusively by the Comptometer Company, 1712 N. Paulina Street, Chicago 22, Ill.

**COMPTOMETER**

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***Adding-Calculating Machines and Methods***

N. W. AYER & SON

ably Koppers and Pocahontas—are speeding up this move by encouraging the workers to buy small farms, five or six acres.

Of the 1,100 employees of the Jewell Ridge Coal Company, whose two mines are near Richland, Va., not more than a third still live in company cottages. The others live some distance from the mines and go to and from work in their own cars or in a company bus.

## Company houses for sale

IN THE Allegheny area, both Pittsburgh Coal and Frick are disposing of their company houses. Frick recently got rid of 5,000. Even entire water and sewage systems are being sold.

Although necessary in the past, the company-owned houses have always been a source of grief. They are now either being turned over to the miner for $500 to $800—or are being sold in lots to a real estate firm whose job is to find individual buyers.

In any event, the miner becomes a home-owner, takes greater pride in his home and makes improvements. The companies' aim is to encourage the miner to stand on his own feet and to become a more substantial citizen.

In the less-populated areas of West Virginia where more miners are likely to be dependent on the company-owned or company-dominated community, there is a movement to make these communities more livable. At Gary, W. Va., for example, Frick employees enjoy a country club, a nine-hole golf course and a swimming pool. They also have a coon-hunting club. Over in Logan County, Island Creek provides a swimming pool.

Koppers maintains two summer camps for the children of employees. For $7 a youngster can stay two weeks. Koppers employs 16 visiting nurses to advise workers and their families. These nurses are in addition to the medical service available to the miners.

All of the Koppers and Frick mines have bathhouses. When the miner emerges from the shaft, he enters a special room where he hangs his work clothes on a trolley which carries them overhead for drying. Other mines are similarly equipped. In fact, the whole industry is installing these baths as fast as wartime conditions permit. Bowling alleys, gymnasiums, motion picture theaters operated by or for the company are not unusual



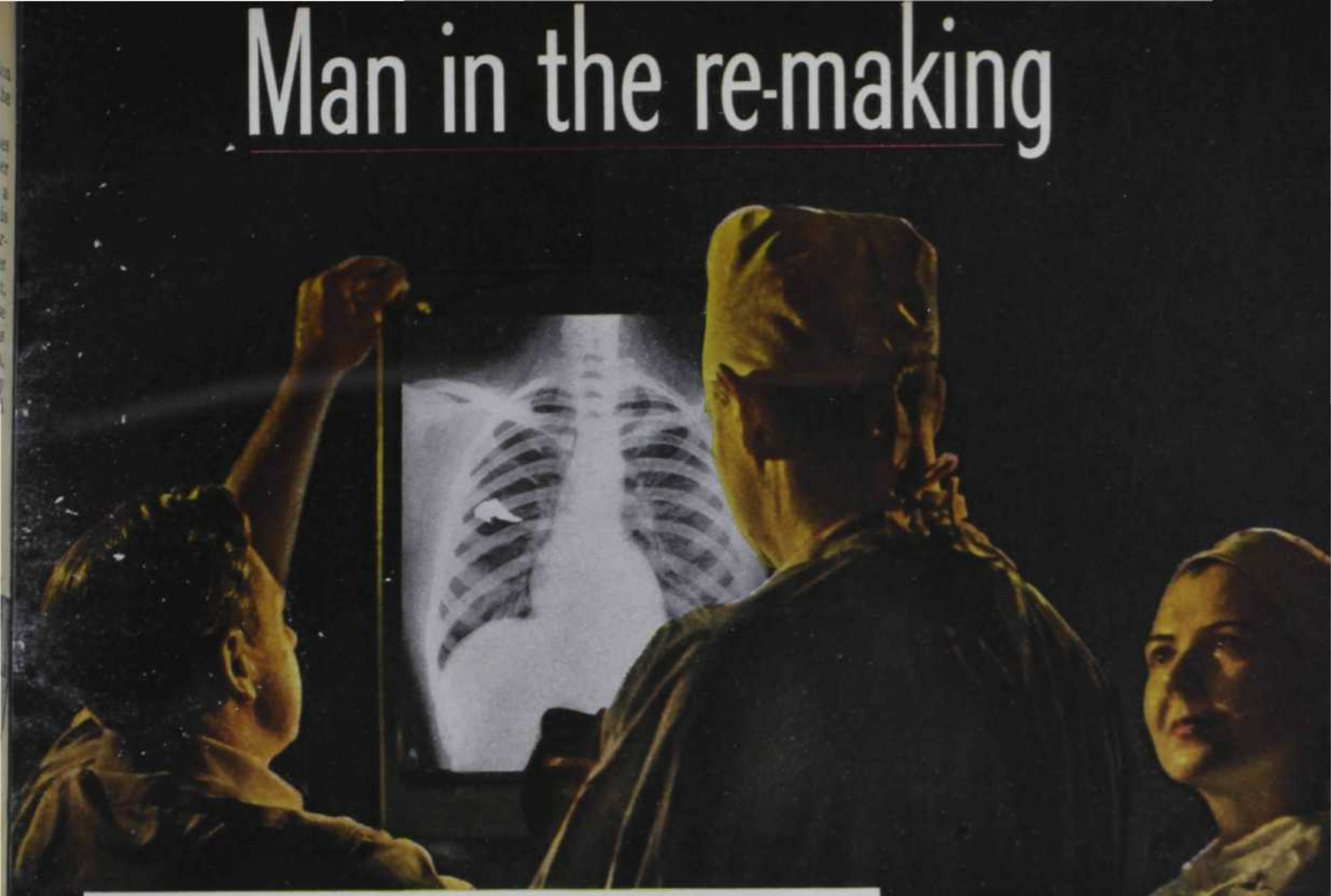




HAMILTON WRIGHT

**One miner's family at home. Below: First coal mining school in America for youngsters of teen-age, Bluefield, W. Va.**

# Man in the re-making



## X-ray film has the greatest assignment since its introduction by Kodak in 1914

In its way, this picture represents a sort of miracle—symbolizes the tens of thousands of times in which X-rays have served as "blueprints"... for the *re-making of men*.

Evidence is seen in military hospitals and in the wounded men returned to daily life. Thousands have already been restored to useful activity—a matchless tribute to this war's doctors and nurses . . . to the drugs and implements they use.

Radiography—photography on X-ray film—is the implement with which doctors survey hidden damage, plan a course of action, and follow the healing which surgery began.

It is the difference between finding your way in the dark, and seeing. X-ray film has reached a new climax in its life... which began with its introduction by Kodak in 1914.

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REMEMBER "THE DEATH MARCH FROM BATAAN"? ... How after their surrender our boys, crazed by thirst, were forced to drink from stagnant wallows?... How some who collapsed were abandoned? . . . How, at the end, 5,200 Americans from Bataan and Corregidor found death in Japanese prison camps? A stern example to us at home. BUY—AND HOLD—MORE WAR BONDS.

Serving human progress through photography







. . . Harnessed by mighty Boulder Dam, the rushing Colorado River provides irrigation for agriculture, power for industry. From Nevada's farms and ranches come food for the nation's fighters and workers. From its mines come gold, silver, copper, magnesium, tungsten and other minerals of high industrial value.

The distribution of these products calls for dependable rail transportation. Union Pacific provides that transportation over the Strategic Middle Route, uniting Nevada with the East and the Pacific Coast.

A great era lies on the peacetime horizon for this progressive western state. Vast quantities of ores and minerals are yet to be mined. There are the facilities —and the space—for industrial expansion.

Opportunity looms large in Nevada. All that is required to convert the state's resources into prosperity for a business or an individual is the same driving spirit of enterprise and initiative that helped to develop Nevada and to build this great nation—*your America.*

*NOTE: Write Union Pacific, Omaha, Neb., for information regarding industrial or business sites in Nevada or other western States.*




*THE PROGRESSIVE*

**UNION PACIFIC**
**RAILROAD**

at the isolated mines. Also, the employers encourage such things as Boy and Girl Scout activities and drum and bugle corps.

At the Jewell Ridge and Jewell Valley mines in Virginia, the owner, Dr. Huston St. Clair, who started a career in medicine, augments the salaries which the county pays the public school teachers, so that they earn up to $175 a month. Furthermore, he guarantees them employment the year 'round, hiring them in vacation period for recreational programs. He underwrites a clergyman's salary of $170 a month, and, for the youngsters, employs a director of physical education. Free textbooks have long been a controversial subject in the South. Dr. St. Clair provides school books for the miners' youngsters at a nominal fee.

"Nothing philanthropic about it," he says. "It pays because it makes for better citizens and better miners."

Consolidation Corporation is encouraging children of its miners to go to college. Money for the purpose is lent the father at two per cent. This program has been fairly dormant since the coming of war but is now being revived.

## Better schools for miners

DOUBTLESS the greatest boon that has come to the miners is an increase in educational facilities. The days of the illiterate miner are passing. The youngster, the oncoming generation of miners, must by law have attended school through the age of 16 in Pennsylvania, West Virginia, Virginia and Kentucky.

In West Virginia, the federal and state governments support nine mining schools operated in conjunction with regular high schools. Stress is laid on welding and machine shop work. The mining course includes haulage, blacksmithing, mine mechanics, electricity, timbering, mine wiring, mine layout and ventilation.

## Training for foremen

THE Island Creek Coal Company, which was largely instrumental in bringing about the schools, has established a supplemental training program to take care of the five-year period from high school graduation to the time when, under state law, a man can take a mine foreman's examination.

Under this program, the student spends two years working through seven departments of the company: preparation, accounting, purchasing, sales, cost control, safety, personnel-industrial relations. He starts at $125 a month and works up. At the end of two years he goes into production and maintenance work at prevailing union wages.

Under this course, he works five days a week and spends a half day on Saturday in training. Of the 190 youngsters now in the Logan, W. Va., mining school, Island Creek hopes to get at least 75, with the possibility of at least ten becoming foremen after the five-year apprentice period. This company also has an on-the-job training program to develop foremen.

In Kentucky, where the property of the Frick company's Lynch mine coincides with the school district, the school trustees are Frick employees. The teachers in this district are higher paid than the average for the state. The same is largely, if not wholly, true of the Wheelwright and Jenkins mines, of Inland Steel and Consolidation. The three companies have set out to make their communities models of small town living.

Most likely, the greatest evolution in the industry has been that of the much controverted company store. According to its critics, the store was once a device mainly to see that the miner never got out of hock to the company. The operators, admitting that there were some pretty rough practices in the past, maintain that they were largely the result of the miner's improvidence. In any case, the company store today is a modern establishment comparable to a combined chain and department store in any community. Scrip as a medium of exchange has been discarded in all but a few of the bituminous mine towns and, where still in use, is only for the convenience of miners who may want their pay in advance.

These stores call themselves industrial stores and most of them belong to the National Industrial Stores Association. Although industrial stores also serve in communities mining ore and precious metals, and in the steel, lumber and textile industries, 67 per cent of the 4,200 in the country—which last year did $1,000,000,000 worth of business—are operated in conjunction with coal mining.

## Stores are competitive

MOSTLY they are operated as separate enterprises, although the mine companies own them. Only in a few cases are the miners dependent on them. Today's miner can trade largely where he pleases, and the stores have moved out into communities to cater to the general public.

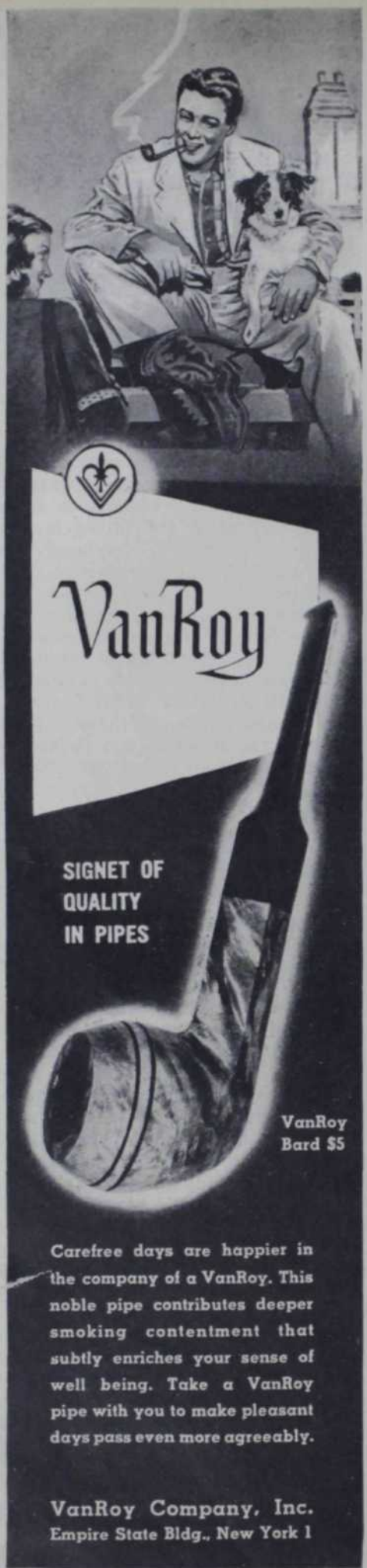
Both Frick and Pittsburgh Coal company-owned stores, for example, operate in the downtown and residential sections of Pittsburgh. These industrial stores carry 17,000 different items, including nationally known brands. They handle groceries, furniture, electric refrigerators (war conditions excepted), radios, clothing, fur coats, and so on. Current OPA ceilings and credit restrictions apply to them as to other stores.

As a part of its merchandising service, Island Creek periodically sends out a truck, a traveling department store, through the mining towns. Latest fashions are displayed and sold on the spot. Tailors accompany the truck to make alterations or to take measurements. The miner generally has to have a custom-made suit




BITUMINOUS COAL INSTITUTE

**This industrial store in a town of 550 carries 17,000 different items and has 15,000 customers who come from miles around**




because his chest averages 38 inches and his waist 29. The average man of the same size would measure 38 chest and 34 waist.

Koppers recently sent out a truck with furs. It sold $100,000 worth on the trip, including wraps up to $500.

"For some reason," said A. McB. Colledge, Koppers' comptroller, "it always astonishes people to learn that miners demand quality in what they buy and that the industrial store provides it. In one season 10,000 fur coats were sold to miners' wives. One men's tailoring company in one season supplied industrial stores with 50,000 custom-tailored suits which sold from $39.50 to $85. The biggest demand was in the $60 to $75 class. To demonstrate some of the range of stock in company stores, one large group of industrial stores last year sold 4,500 live pigs for $80,000 and 143,000 baby chicks for $18,000.

## Complete shopping center

"THE industrial store today is offering the coal company employee services he could obtain nowhere else. He gets delivery service, liberal credit, the best merchandise available—and a complete shopping center under one roof—and at prices in line with those of ordinary retail establishments. The benefits of quantity buying, both in price and range of items carried, are passed on to the company employees."

In Kentucky, the big companies, notably Frick, Consolidation and Inland Steel, maintain for the miners and their families modernly equipped hospitals to which the workers contribute monthly. In the Pittsburgh area, the miners have available the facilities of the city hospitals and take advantage of the many public insurance plans now in effect.

In southern West Virginia, the hospitals with few exceptions are privately operated on a sustained income from the miners who pay so much a month. Some of the companies no longer employ a company doctor, in which case the physician makes his group arrangement with the miners themselves, in what, together with the hospitals, is perhaps the most elaborate form of cooperative medicine in the country.

Less tangible, though fairly definite evidence of more enlightened management dealing with more advanced conditions, is the fact that all the larger companies and some of the lesser ones publish house organs to promote better employee relations.

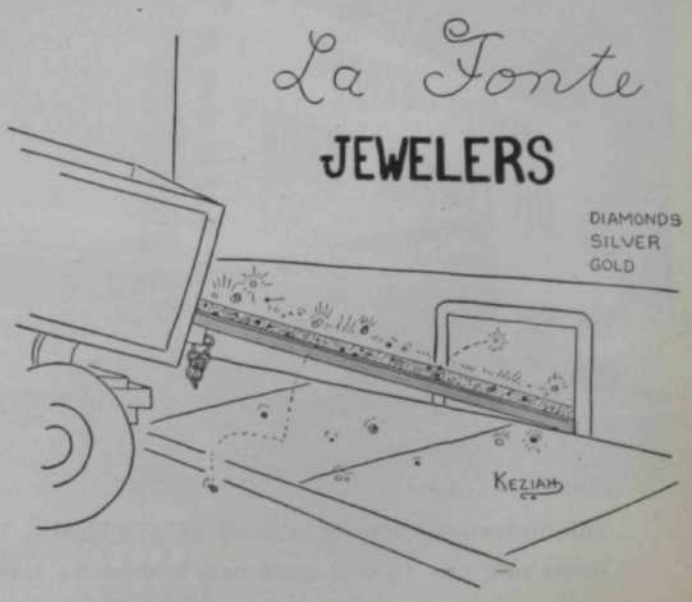
## Magazines for employees

THEY are devoted to such things as safety education, social activities of the workers and their families, parent-teachers' associations, athletics, and to reports on those in the armed forces. The publications are sent to the service men and their letters to the editor indicate they appreciate hearing from home.

The bituminous miner in 1945 is far removed from "How Green Was My Valley," even from the experiences of the young woman who ten years ago wrote, "I Went to Pit College." With the advance of the industry, the increasing development of new uses for coal, the miner is likely to continue to progress. Say the managers of the bigger companies, the old song, "How you going to keep them down on the farm?" can appropriately be paraphrased to, "How you going to keep the miners in the mines?"

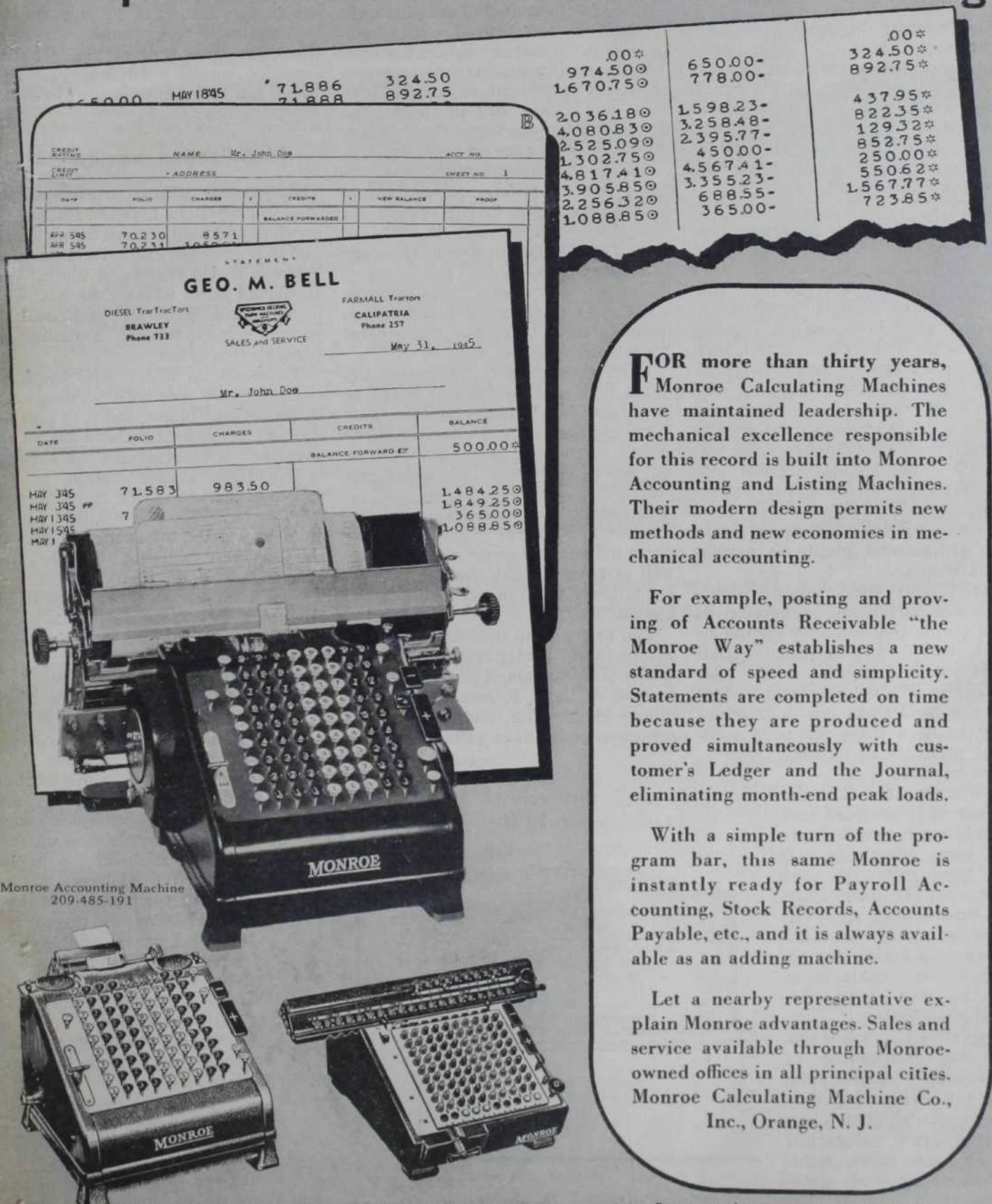
Make the work more attractive and living conditions in the community more pleasant is the answer, they say.

Such leaders as Harry Moses, head of Frick; J. D. Morrow, who came from a long mining genealogy to head Pittsburgh Coal; George Love, of Consolidation Coal Corporation; James D. Francis of Island Creek; and Dr. St. Clair of Jewell Ridge are succeeding in doing that.



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Forms produced through courtesy of George M. Bell, San Diego, California.

# If Fight We Must, We Will Be Prepared

*(Continued from page 32)*

World War II in order to develop and recommend policies and procedures for improving subsequent mobilization plans.

The seminar "arose," with these findings:

In conservation of manufacturing resources for possible future war, it is important to give our permanent government arsenals and yards the best equipment that can be found instead of allowing it to drift into surplus and be dissipated.

## Machines for reserve

IT was declared important to set up a substantial reserve of idle machines, first, of those types which are not now used in peacetime because they are highly specialized, like shell lathes or extremely large hydraulic presses and forging hammers; and second, of those types which are needed in such unusual quantities in wartime that the capacity of the machine tool industry is thrown into violent unbalance when they are ordered.

It was agreed that we should retain some of our war plants as permanent arsenals.

Some policy for retaining plants which are part of the expansion of the machine tool industry should be formulated, it was decided, so that plants will be available in the next emergency. The machine tool builder does not need them now and is not likely to need them for such additional products as he may add to his lines.

It was established at the seminar that machine tool builders could have cooperated more effectively had they been fully informed about what lay ahead when the General Staff approved a new munitions program instead of allowing the information to trickle in to them as war contractors placed their orders.

Determined upon, too, was the desirability of establishing—without damaging the civilian economy—a program of stockpiling essential raw materials and, in some cases, semifinished or finished materials.

Subcontracting and the Selective Service System drew some curt comments.

The machine tool builders, while recognizing subcontracting as a useful means of expanding output rapidly, said it had proved costly and, in many instances, subcontractors, lacking experienced technicians and necessary equipment, were not able to turn out satisfactory products. The Selective System robbed the industry of skilled men, over its protests.

Out of that discussion came a proposal for a national job-evaluation program, a point rating system for occupational deferment in time of war. The College proposes to study that idea intensively.

The machine tool committee, like all others now set up, or being set up, plans to meet twice a year. General Armstrong told the seminar:

"You gentlemen had to spend too much time getting familiar with the Army and Navy methods, Army and Navy requirements. We cannot in the future afford that groping around or we shall be licked before we get started."

Through this interchange of information, General Armstrong expects industry to profit materially as well as from the satisfaction of having a direct hand in national defense plans.

The first gift to industry, perhaps, will be radar. Radar is an electric eye which sees by means of radio waves instead of light. It sees through ordinary clouds, fog, and darkness. It means a tremendous safety factor in private airline operations and for private merchant shipping.

Food packaging is something else the armed services have developed to a high degree of efficiency, and which they are willing to make available to civilians.

Further, by arrangement, slack periods in private demand may be utilized to build stockpiles for the armed services. This, in turn, means "stockpiling" man-hours, "salting them down" in time of peace in the form of semifinished war material which can be rapidly finished in event of emergency.

## Mobilization was quicker

THE general thinks the possibilities of closer relations between the armed services and industry are tremendous, and that such association as prevailed between World War I and World War II, during all of which time AIC was in operation, made for "comparative success" in industrial mobilization through this crisis.

The scale on which AIC operated in those years was nothing compared to its present plans, and it is just as well the general uses the word "comparative" with reference to success in World War II mobilization.

It was a success, all right, if you don't count $50,000,000,000 which must be written off as a dead loss to the taxpayers, many of whom are the very boys who did the fighting.

Congressman Albert J. Engel of Michigan, who looks deep into these matters and is hardly ever successfully challenged, says:

"In the first World War, it cost us $206,000,000 to house 4,000,000 men. It cost us in this war $800,000,000 to build cantonments for the first 1,200,000 men. I once said that at least a third of this sum was wasted. I now think I was conservative."

It is no reflection on the present setup of the Army Industrial College (they weren't the planners of pre-World War II days) to mention that the lovely building in which they are housed was built at a cost of $88,000,000; or maybe it was $135,000,000.

The fact is nobody knows what the Pentagon building cost.

It's there now, and it doesn't make much difference. But, reason questions, can these things go on?

The total assessed valuation of the entire 48 states




"Good morning, Acme Novelty Compa—"

in 1941 was slightly more than $150,000,000,000. The total war department expenditures for '42, '43, '44 and '45 was a little more than $150,000,000,000.

A sound observer of the national scene compares the orgy of grand-right-and-left spending by the armed services for this last fuss to a heyday in a cage of gray apes. Unkind, to be sure, but some of the "incidentals" charged to or requested of the taxpayers make little more sense than a monkey cage. Once the War Production Board was asked for thousands of lawn mowers. WPB blandly suggested that the Army stake out goats.

### Extraordinary expenses

IT IS a well known fact, of course, that Comptroller General Lindsay C. Warren sits up nights hunting for lost nickels in the Army-Navy ledgers. In the process, he finds all manner of fascinating information. He reported some of it one day to a congressional committee. He cited 270 extraordinary items among charges allowed by the War Department in cost-plus-fixed-fee contracts. Among items okayed were Christmas cards, juke boxes, valet services and $225 for a spare set of false teeth—all at government expense.

It has also approved $10,000 for gin, rum, cognac and Scotch for an officers' club. Then Warren found an approved item of $1.39 for shipping somebody's dog somewhere.

The story of the waste in the war is incredible, but it will be a long time before it all comes out.

It will come out, no doubt. After World War I, there were more than 100 investigating committees, and Senator James M. Mead of New York, commenting on that record, shrewdly points out that this war is four times as big.

The important thing now is that it shall not happen again.

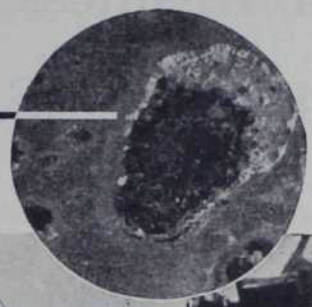
Effort was wasted, too.

During World War II, no less than 46 separate agencies have had responsibilities of one kind or another for the manpower situation. No less than 16 federal agencies have had a finger in the transportation situation. A war department authority, very much off the record, says flatly that it has taken four years to coordinate the purchasing of the Army Air Forces, the Army and the Navy, and it's that lack of coordination plus some damphoolishness which has cost the money and effort.

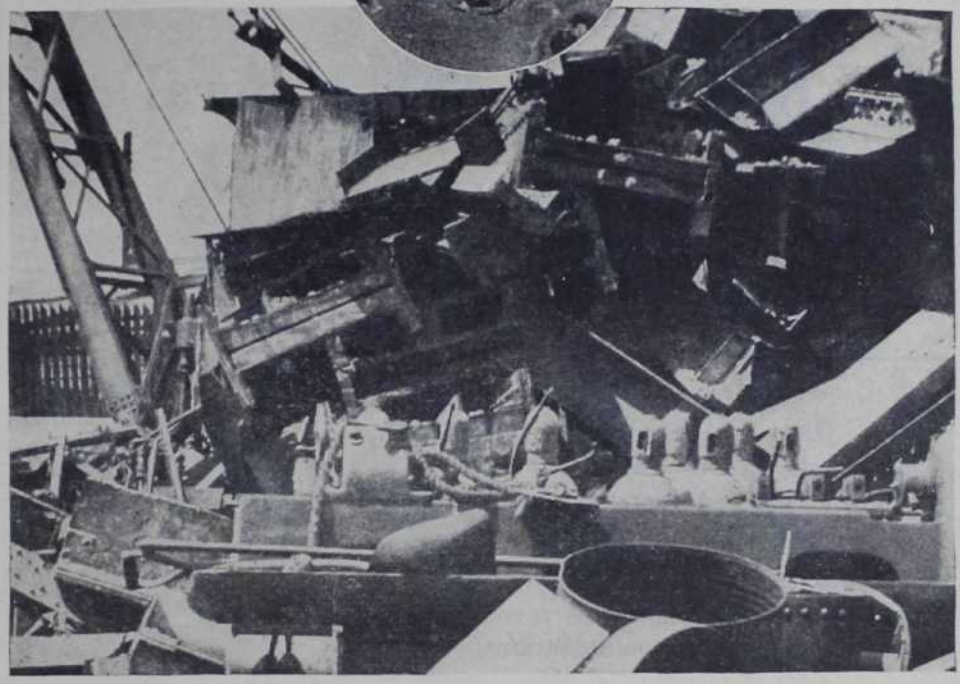
The antitoxin is probably a complete development of the Army Indus-




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trial College, with industry taking a keen interest in the goings-on, not only because of its own interest in national defense but because industry pays the taxes as well as produces the powder and shot.

The "economic" as well as the political and social phase of preparation for war is part of the Army Industrial College program. The long-range objective of the AIC—the study of industrial mobilization—is broken into eight parts:

Manpower study

Material—natural resources included

"Industry studies," which is to say the study of "facilities" of all varieties for processing, production, etc.

Transportation, power and communications

Military requirements

Civilian war agencies

Historical study, a history of mobilization for this war, and

Foreign economic resources study.

## A board for training

DEFINITELY slated to be established is a Board on Postwar Army and Navy Training and Industrial Mobilization. Its job would be to study the jumble under National Defense Advisory Commission, Supply Priorities and Allocation Board, OPM and finally why WPB was not set up in the first place and how it happened to work as well as it did.

Invitations are out to a number of industrial leaders to make up this board's membership. Among them are O. E. Hunt of General Motors and John Hancock who is coauthor of the Baruch-Hancock report on termination.

Another long range objective is to assist in keeping the American citizen aware of the necessity of an adequate defense program.

The college faculty is, of course, the key to all the jobs. It includes 30-odd professors in army uniform. They drip with degrees.

Business men of every known variety will be invited to come in as guest lecturers; so will labor leaders.

The real pupils, of course, are carefully culled army officers. In the past year, 2,911 such students went through the courses. The Navy sent 852. Civilian federal agencies sent 29.

The College is proud of its record. General Armstrong says, "It is hardly necessary to say that nobody insists that the industrial mobilization of this war was faultless and could not be improved," but adds: "No foreign army has or had a counterpart of the Army Industrial College."




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You will find structural engineered rubber in your future home, in your place of business, in all the vehicles of travel you use—trains, planes, motor cars, ships.

Your life will be pleasanter...your health better...your peace of mind greater...as we move onward toward this goal of "silence".

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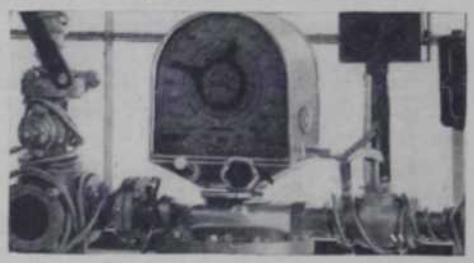
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THE NAME THAT MEANS EXACT CONTROL OF LIQUIDS

Not only has Bowser's war production earned the Army-Navy E . . . Bowser equipment has helped earn it for scores of other companies.

# Government by Federal Corporation

*(Continued from page 26)*

poration could obtain loans approximating $225,000,000.

In spite of the new law arranging for credit information from these corporations, it will be difficult to ascertain their borrowing power. Many of the corporations are so entwined as to resources and so-called assets, that switches from one to another have been not only common but usual.

Recent congressional committee investigations have developed facts about the financial powers of these corporations which have astounded Congressmen, many of whom voted the organizations into being.

## Wide corporate power

THE *Wall Street Journal* gives this account of the Penncinradio Corporation:

"This federal firm has most sweeping powers, especially to make, produce, edit, publish, exhibit, broadcast, or distribute motion pictures, radio script, transcriptions and recordings, and/or major programs, news articles, books, magazines.

"Beyond this, it may issue its own bonds, construct buildings and operate them, sell them or give them away; deal in stocks and bonds of any corporation or government; buy and sell patents, copyrights, trade-marks, trade names, symbols, inventions, discoveries, licenses, processes and formulas, make gifts and loans, secured or unsecured, to any individual, group or government; and carry on any other business enterprise or activity in connection with the foregoing."

This is not exceptional.

RFC is several times the size of United States Steel or General Motors. Since 1932 it has released more than $30,000,000,000 in loans. This is more than the full value of all manufacturing plants in the country before the war. This one corporation has a borrowing power, and can issue notes, to the extent of $17,000,000,000. The Export-Import Bank of Washington has lending power of $3,500,000,000.

The Federal Land Banks had borrowing power by which they could issue bonds and notes up to 20 times their paid-in capital and surplus.

The Federal Farm Mortgage Corporation had a borrowing power of $2,000,000,000, for which it could issue bonds which would be guaranteed by the United States.

This tremendous financial power, however, is not the only advantage government corporations enjoy when they engage, as many of them do, in direct competition with private business. They are often exempt from federal, state and local taxes on securities and property. They can use the franking privilege and have many concessions common to government agencies.

They control or participate in many lines of production, transportation, generation of power. They lend huge sums to agriculture, commerce, industry, home owners, cooperatives, banks, apartments, hotels and office buildings. They produce, buy, sell and store critical materials. They train and provide employment for prison inmates. They try to strengthen relations between Latin and North America. They control floods and distribute electric power. They lend money to stimulate foreign trade.

In the case of a private firm engaging in these activities, the charter given it by the states is public record. The board of directors is elected by and accountable to the stockholders. Heavy penalties have been provided for those who deceive the public or withhold essential information.

## Public has little control

IN THE public corporation, the people are still the stockholders, but their relations to the management are considerably different than with private corporations. Directors are appointed, sometimes by the President, sometimes by Congress, often by some federal department or agency. If the citizen finds out what is going on it is largely by accident. Some federal corporations have been set up, operated and have made decisions affecting thousands of Americans before the public, or in some cases even Congress, learned about them.

As the Citizens National Committee of Washington points out:

"Never in the history of the United States has there been such a flood of government publications. Never have so many men poured out so much information upon the public. Yet never in the history of free government have such enormous resources, such sweeping powers, and such vast operations been conducted under the cloak of secrecy. . . .

"A great deal has been said about invisible government in the United States. Here is an aspect of government which has heretofore been in-

# *"SHUCKIN' THE NUBBINS"*

# *WILL BE BAD*

# *FOR BUSINESS*



"Shuckin' the nubbins" is an old farm expression that means making the best of what is left. It is to everyone's selfish interest to realize that if farming continues on the same basis it has in the past, the day can well come when America will be "shuckin' the nubbins" of a once great agriculture.

The simple truth is that the productivity of the worker in industry has steadily increased, while the productivity of the man on the farm has lagged behind. The natural thing has happened. Farmers have bled the fertility of their land to help balance high production costs. In one year alone, thirty-five 100-acre farms went out of production every 24 hours.

That's serious!

When a business is faced with high production costs that threaten its very existence, it usually increases its capital investment, and with more modern methods drives costs down.

The same should be done on the farm. Men who have studied this problem agree that America must make an investment of at least 40 billion dollars and 13,000,000 man years of labor in its farm plant to put a stop to the downward course of agriculture.

Reclamation and drainage projects, reforestation of exhausted land, soil conservation, modern farm buildings, good rural roads, rural electrification, modern machinery and equipment and creation of part-time farms—these are some of the basic needs of American agriculture if it is to survive.

To speed this program is a task no businessman or farmer can take lightly. America's greatness in the last analysis depends upon . . .

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There is a Burgess Snubber for all types of internal combustion engines. It makes no difference whether the engine is aboard ship, in a hospital, or an industrial plant, the Burgess Snubber assures complete noise control without reducing engine efficiency.

THE SNUBBING PRINCIPLE



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visible, but is vastly more potent than most of the phantoms described. Government corporations are designed to escape the restrictions upon governmental activity. They are calculated to have the benefits of government resources, public authority and official power without the controls of official authority."

Corporation efficiency, in the view of those who have tried to grope through the secrecy that shrouds them, does not match their freedom from legal restriction.

"Untold millions of dollars could be saved by cutting out most of these organizations," according to Comptroller General Warren.

Nothing so vigorous is likely. In the first place, federal establishments are seldom discontinued. The U. S. Spruce Corporation established in World War I to meet a temporary need is still in process of liquidation.

Still action seems certain when Congress reconvenes.

One Congressman suggests this:

1. Get rid of as many of these corporations as possible;

2. Turn over the business of other government corporations to the regular government departments where Congress can keep track of them;

3. Finally, it may be found that some government corporations perform a useful service for the people in a better way than does any other instrument of Government. Such corporations should be retained with proper safeguards.

The Byrd-Butler bill upon which the Senate is expected to act shortly provides for congressional control over the finances of all government corporations. It further provides that ownership of all corporate stock be vested in the Secretary of the Treasury, and that post-audits be made by the Comptroller General to insure against reckless spending.

Dr. Fred H. Fairchild, professor of political economy at Yale University, recently appeared before the Joint Committee to Reorganize Congress, representing the Federal Committee of the U. S. Chamber of Commerce. Dr. Fairchild recommended that, to implement the program of federal economy, government corporations be eliminated.

The government corporations are powerful and have extensive legal departments, so a real fight is forecast. Nevertheless, it seems certain that American voters, once the facts are known, will demand a change.

# Jimmie's Five Steps to Fortune

*Reading time: 1 minute, 54 seconds*



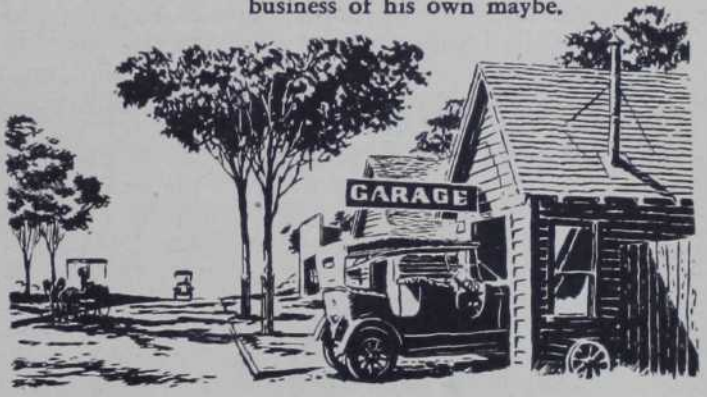
***First Step*** Back in 1910, Jimmie left his father's farm for the big city of New York. He still talks about the first Ferry ride and the thrill he got looking at the New York sky line. He liked the Ferry, stayed right on it, got a job shining shoes and saved some money.



***Second Step*** Next Jimmie got the Western fever. Started West, working his way on the public roads. Then got a job in a Western Steel Mill where he learned the machinist's trade. Jimmie kept his eyes wide open all the time and had dreams of bigger things. A business of his own maybe.




***Third Step*** Jimmie got hold of a barber shop, right near the steel mill. He put his name up over the door, made friends and got customers. He also took an interest in a shoe repairing shop nearby. Then another interest in a little one-armed restaurant in the same neighborhood. Jimmie was *sure* in business.




***Fourth Step*** By this time Jimmie had a family. A fine wife and two lusty youngsters. He had a father-in-law too, who owned a garage but wanted to retire. Jimmie took over. His machinist's training now came in handy. He was smart with automobiles. He made a local name for himself. Kept working hard, with his eyes wide open, seemed to get bigger and better ideas all the time.




***Fifth Step*** This is the sign that hangs over Jimmie's door today. It marks the biggest step in his career. Before car production was halted by war, Jimmie had twenty salesmen, and as many service specialists on his pay roll. He did a whale of a business and will again. Jimmie, of course, thinks De Soto and Plymouth cars are the greatest in the world.



***Jimmie Steps Back*** — to farming again. Jimmie's home is a model farm where 350 acres of fields and pastures give him relaxation with his family. His sizable dairy herd also helps supply a considerable area with its daily needs in fresh milk. Next to his De Soto-Plymouth dealership, Jimmie's farm is his pride and joy. Jimmie earned them both.

• • • • •

*THIS* story of Jimmie is true, — from records on file with Chrysler Corporation. It is a story typical of hundreds of other American boys and men who made good in the direct and simple American way. The free way. Jimmie took the jolts and bumps in stride. He came up smiling. He kept his eyes open, and nothing, really, stood in his way.

•

**CHRYSLER CORPORATION**

**PLYMOUTH ★ DODGE ★ DE SOTO**

**CHRYSLER ★ DODGE *Job-Rated* TRUCKS**

***New Thursday Night Program!*** The Music of Andre Kostelanetz with the most Popular Stars of the Musical World, Thursday, C B S, 9 P. M., E. W. T.

**KEEP ON BUYING WAR BONDS**

# Turning Surveys into Sales

*(Continued from page 35)*

continued to do their own housework, it was reported in a survey by the Home Makers Guild of America, a consumer research organization, and 61.5 per cent did all their own laundry.

Automatic home washers and ironers meanwhile had gone to barracks, shore stations, camps, ships at sea. Many of these machines handled in a year the equivalent of 50 years of normal service in the home. Returning veterans will become the best salesmen of the home laundry machine manufacturers.

## When people miss the news

SURVEYS are by no means confined to potential markets or radio programs' measured audiences, or what the public thinks about business. Not long ago the newspaper deliverers of New York City went on strike. The newspaper seized the opportunity to find out whether people can get along without their daily papers.

Fact Finders Associates, in cross-section surveys, found that 83 per cent of New York's newspaper readers were not having their need for news satisfied by other reporting media. Advertising especially was missed by 77 per cent of the women, 58 per cent of the men.

Editorials were missed more than general news, columns more than comic strips, war news more than sport news and, in order, financial news, details of the news, theater and movie pages, pictures.

Data on the most intimate family habits and behavior, gathered for the scientific planning of homes, may be obtained by interested manufacturers. A study by the John B. Pierce Foundation, a non-profit research organization, disclosed that, in summer, 70 per cent of the wives slept in nightgowns, 24 per cent in pajamas, five per cent in the nude and one per cent in shorts.

Bed manufacturers might be interested to learn that, while 87 per cent of the husbands and wives slept in double-beds, 40 per cent thought twin beds might be ideal. The average husband got into bed and turned out the light later than the average wife, got up earlier in the morning, and took more time to fall asleep.

Fifty per cent of the husbands reported no activity after getting into bed, 22 per cent read, 12 per cent talked, seven per cent listened to the radio, three per cent said their prayers, two per cent smoked and two ate. Comparable percentages for the wives were: 40 no activity, 29 read, 11 talked, eight listened to the radio, five said their prayers, three thought, two smoked, one ate.

A psychological approach to the electrical household appliance market was taken in a survey by a homemakers' magazine which engaged Dr. Ernest Dichter to study the psychology of housekeeping.

As woman's interests broaden, the magazine reasoned, the value of her hours increases. Domestic help, a wartime scarcity, may never return to its prewar wage levels or abundance. A greater need for electrical appliances is therefore apparent.

A national sample of homemakers throughout the nation, along the lines laid out by Dr. Dichter, was taken by the C. C. Chappelle Co., Chicago, and three types were found to be predominant: the housewife, the career woman who hates housework, and the balanced homemaker who does both housework and outside work, or is capable of both.

The survey showed some women want appliances to escape from housework; others want them to do a better job at housework; still others look at appliances as a means to combine housework with outside interests. Since women have these different attitudes, the survey suggests, they should be approached differently in selling and advertising.




**"Do you have any books about how to treat civilians who have read books about how to treat returning service men?"**

Manufacturers learned from the survey that women want automatic controls, detailed instructions, information on how to care for appliances, fulfillment of advertised promises. Women want transparency in kitchen appliances, especially in refrigerators and stoves.

Manufacturers also learned that women distinctly dislike the noise made by some refrigerators, vacuum cleaners and washing machines. Many a woman, it was found, will use a carpet sweeper instead of a vacuum cleaner so she can clean "while the baby is asleep."

Knowing why women buy an article may not be so important as knowing why they will not buy it, and what must be done to induce them to buy. This knowledge helps in improving old products and designing new ones.

## Advertising and sales

A SERIES of surveys contained in the April, 1945 Index of Public Opinion, issued by the Psychological Corporation, New York, disclosed a definite relationship between advertising people remember and brands they prefer. In the cases of washing machines, radios and refrigerators, the make which the largest number of persons had seen or heard advertised lately was also the make which the largest percentage said they would buy.

Indicative perhaps of ineffective advertising or unsatisfactory product or service performance was the evidence that all advertising did not produce proportionate consumer preference. In the case of automobiles, one make's recent advertising was remembered by 20.5 per cent, but if cars were available at once, only 14.1 per cent said they would buy that make.

On the other hand, an auto maker's advertising which only 4.6 per cent could remember having heard or seen lately, drew disproportionate response; 14.8 per cent said that, if cars were on sale they would buy that make. As the research organization points out, answers to the question, "Which make would you buy," represents the net results of all influences, not only recent but remote.

Postwar optimism was checked by the Psychological Corporation, by

# The Clothing Store with *Eye-appeal* *inside and out* attracts more business

**GIVE YOUR NEW STORE** the *double appeal* that gets the business. Inside as well as outside, plan to modernize with Pittsburgh Glass and Pittco Store Front Metal. This attractive clothing store in Amarillo, Texas, shows how your store's sales-pull can be increased with Pittsburgh Glass and Metal Products. Architects: Townes & Funk.




**Plan NOW a new store front and store interior that will sell more goods.**

SUCCESSFUL clothiers have found a sure way to increase business—and profits. They draw more customers into the store by modernizing the store *front* with Pittsburgh Glass and Pittco Store Front Metal. They sell more goods by displaying them more smartly and effectively, by the generous use—*inside the store*—of Pittsburgh Glass.

You—and a lot of other retailers—will want new store fronts and interiors. So you should start *now*—to avoid delays caused by the last minute rush—if you are to have alterations made promptly.

See your architect to assure a well-planned, economical design. Our experts will be glad to consult with him and with you about your glazing problems. If desired, convenient terms can readily be arranged on the "Pittsburgh Time Payment Plan."

For your guidance we have published free booklets, illustrated by photographs of actual store front and store interior installations throughout the country, which will give you many interesting facts about the experiences of others. Send the convenient coupon today for information on Pittsburgh Glass and Pittco Store Front Metal.

*"PITTSBURGH" stands for Quality Glass and Paint*

PPG

PRODUCTS OF

## Pittsburgh Plate Glass Company

FOR STORE FRONTS AND INTERIORS

Pittsburgh Plate Glass Company
2355-5 Grant Building, Pittsburgh 19, Pa.

Please send me, without obligation, your illustrated booklets on store modernization.

Name_____

Address_____

City_____ State_____




# HE builds "Sales-Power" to reduce selling costs

In these crucial reconversion months, sales management requires quick access to accurate information on which to base profit-building decisions.

How to get it? This man can show you. He'll put within eye's reach the "Fact-Power" you need to overcome new sales obstacles . . . to take sure aim at your most profitable prospects . . . to reduce time and effort wasted in running down markets.

He is the *Systems Technician* . . . skilled in providing visible record controls with the easy, fast analysis vital in seizing today's sales opportunities at the lowest cost.

But why not use this man's resources in full? Let him also recommend vertical filing systems best fitted to your method of operation, point-of-use fire protection for irreplaceable records, suitable office furniture, and catalog binders that put extra punch in sales presentations.

Now is the time to see the many ways in which "Fact-Power" can lower your distribution costs. Call our nearest Branch Office—or write us in New York.




**HE OFFERS** a complete new study needed now in shaping and carrying out sales plans. 96 pages, 15 concise illustrated chapters full of success-proven ideas. Contains results of exhaustive research. Shows part played by facts visibly charted for easy analysis and use . . . the three fundamental controls required for postwar sales management . . . new sales presentation methods. *"Graph-A-Matic Control for Sales Management"* is being used and praised by leading executives. It's free on request.

SYSTEMS DIVISION
**REMINGTON RAND**
315 Fourth Avenue, New York 10, N. Y.

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means of surveys conducted in October, '41, November, '42, October, '43, April, '44 and April, '45. Optimism increased as the war progressed.

In October, '41, only 13 per cent thought the people of this country would be better off than they were then. By April, '45, the percentage had swelled to 55 per cent and a similar optimism prevailed about jobs. Only eight per cent in '41 envisioned more jobs after the war, but in '45, some 34 per cent harbored this hope or belief.

### Surveys for employees

IN-COMPANY surveys are numerous. Companies wish to know more about themselves from the people who know them best, their employees.

Typical of this sort of survey was one by General Foods which sent letters and brief questionnaires to 1,343 General Foods men and women on leave of absence in the armed services. Of 553 questionnaires returned, tabulations showed that 322, or 57.8 per cent, intended to return to their old jobs; and 25, or 4.4 per cent, said they would return to the company only if given a better job in another field of endeavor.

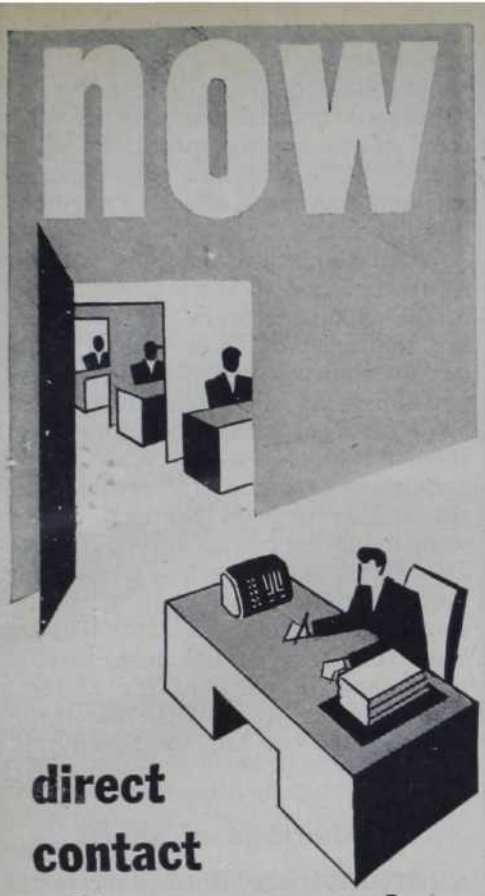
The war years witnessed a sharp upswing in the acceptance of branded merchandise in women's fashions, according to a survey by Fairchild Publications. It was found that an average of 46 per cent, or almost half of the national brands now carried by stores were put into stock during this period.

The Fairchild survey reported that 94 per cent of the country's stores now sell branded fashion merchandise, 70 per cent carry national brands exclusively; 22 per cent carry national and private or store brands. Fifty-three per cent of the stores questioned planned to expand their stock of national brand women's apparel and accessory lines after the war, and 34 per cent planned to add private brands.

### War marriages make markets

MANUFACTURERS and retailers alike have evinced the closest interest in special surveys made by the U. S. Census Bureau on wartime marriages and wartime births. They find in both the outlines of markets to come. In February, 1944, after a special survey, the Census Bureau estimated there were 2,700,000 married women whose husbands were absent in the armed forces.

The four years ending in February, '45, had witnessed 6,500,000 mar-




**direct contact with every member of your staff!**

EXECUTONE speeds your voice to any department of your business, and brings back an immediate response. You lift no receiver, twirl no dial! You just press a button . . . *and talk!* EXECUTONE eliminates the endless running back and forth from one office to another. Reports are made—questions asked and answered—without a person leaving his desk! EXECUTONE conserves energy, reduces errors, increases efficiency, helps everybody get more work done! EXECUTONE INTER-COM SYSTEMS are sales-engineered, installed, guaranteed and serviced by factory-trained specialists in principal cities. It will pay you to get the whole story. Fill out and mail the coupon—*now!*

**Executone**

**COMMUNICATION SYSTEMS**

*For free booklet mail coupon today!*

EXECUTONE, INC.
415 Lexington Ave., New York 17, N. Y.
Please send free booklet . . . K-20

Name_____
Firm_____
Address_____
City_____

BUY MORE WAR BONDS!


riages in this country. Marriages in '45 were expected to total 1,100,000 to 1,200,000.

It is unnecessary to point out that more than 7,000,000 marriages in five years means 7,000,000 homes and all the goods that go into those homes. Infants' wear manufacturers, baby carriage makers, diaper services and others take heart from such studies. While the peak birth year was 1943 when 2,934,860 births were registered, it is a safe presumption that '46 will see the 3,000,000 mark passed for the first time in our history.

All surveys, of course, do not agree in their major findings. In recent months, a repeated question in consumer surveys was:

"After the war, when things can be had that cannot be obtained now, what will you buy first?"

According to one homemakers' magazine, full-length door mirrors were first choices followed by electric clocks, wall mirrors, electric fans, coffee percolators, waffle irons, electric grills and electric heaters.

The consumer forum of a mass magazine group, answering an identical question, chose in order: washing machines, electric refrigerators, furniture, electrical appliances, clothing, home, radio, automobile, nylon hose and house furnishings. A large percentage, however, "hadn't decided" or "didn't know."

## Growth in television

TELEVISION sets led all other durable goods in the postwar desires of the buying public, according to a radio forum conducted by a suburban bank. Projected nationally, the survey indicated that more than 1,600,000 persons could be expected to accumulate $625,000,000 in savings earmarked for this purpose.

These discrepancies do not deter the survey-minded. They are aware that distortions are not uncommon, but they feel confident of their ability to distinguish between motivated information and factual data. When in doubt, they have facilities to verify or refute.

More important to distribution is the fact that innumerable surveys have made available a wealth of marketing facts.

They have revealed such things as: Brand preferences have been expressed so decidedly that, in the appliance field, specified brands already are assured of 28 per cent of the total toaster business, 22 per cent of radio sales, 76 per cent of sewing machine purchases, 22 per cent of vacuum cleaner trade, 24 per cent of the lino-


FOR CONNOISSEURS




A secret, jealously-guarded formula—unique brewing methods—these are the beginning. Add to them only choice barley malt, hops, grits and pure Wisconsin artesian well water . . . mellowed by proper aging . . . bottled under the most exacting control to assure sealed-in flavor . . . then you have Van Merritt, truly one of the world's great beers.

***Brewed and Bottled by***
**BURLINGTON BREWING CO.**
**Burlington, Wisconsin**




**No Idle Home Equipment When Repair Parts Come by AIR EXPRESS**

Empty spaces on retailers' shelves or shortages of repair parts do not always mean that merchandise is not to be had. Often it's merely a matter of ordering a little at a time.

This is where Air Express steps in. It speeds merchandise to those shelves—even if in small amounts — so that customers do not have to be turned away or told that their household equipment cannot be repaired for weeks. It brings the spare parts stocks of the nation within but a few hours of retail stores. Very often, Air Express means next day delivery.

And not only does the speed of Air Express meet emergency needs in the retail trade, it puts suppliers' stocks so near at hand that it often means greatly reduced inventory and, therefore, faster rate of turnover.

## Specify Air Express-a Good Business Buy

Shipments travel at a speed of three miles a minute between principal U. S. towns and cities, with cost including special pick-up and delivery. Same-day delivery between many airport towns and cities. Rapid air-rail service to 23,000 off-airline points in the U. S. Service direct by air to and from scores of foreign countries.

AIR EXPRESS

GETS THERE FIRST



**Write Today** for interesting "Map of Postwar Town" picturing advantages of Air Express to community, business and industry. Air Express Division, Railway Express Agency, 230 Park Avenue, New York 17. Or ask for it at any Airline or Express office.

Phone AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY
Representing the **AIRLINES** of the United States


leum to be laid, and so on, according to one survey.

Such data offer a challenge to the "also-ran" brands. The way to overcome these buying intentions is to "correct" the situation with superior products and more effective advertising.

With aluminum cooking utensils returning soon to their home on the range, manufacturers of cleansers are reminded of their selling problem by a survey which discloses that two-thirds of the homemakers will use steel wool rather than any other cleaner.

Sausage casing manufacturers face the finding that 56 per cent of the women queried by one survey favored skinless frankfurters. The same study revealed that 49 per cent of the respondents or their husbands had not been solicited for life insurance in two years, 79 per cent for accident insurance, 81 per cent for fire insurance, and 88 per cent for liability insurance.

### A shortage of sheets

ANOTHER study informed interested manufacturers and retailers that more than half of the homes in this country have two or three beds, but only 36 per cent have more than 20 sheets. The next time homemakers can buy sheets freely, 48 per cent will buy percale only, 19 per cent muslin only.

Less than 25 per cent of people with cameras ever have taken color photographs, it is reported by a survey, and, although 37 per cent intend to install fluorescent lamps and fixtures in their homes after the war, 33 per cent were still undecided. The latter segment again suggests a selling job is in order.

More people in the Northeast and Far West regions were planning vacations some distance away from home after the war, and 87 per cent of these people were under 44 years of age. Forty-two per cent of them lived in cities of 100,000 or more. More than one-third planned to see America first—New York was the first city on the list—and 14 per cent contemplated trips to foreign countries.

Almost two-thirds planned to travel by automobile, 19 per cent by railroad, five per cent by steamship, an equal per cent by plane, three per cent by bus.

The frozen food industry, believed by many to face an unparalleled opportunity, still has adverse preferences to buck. One survey showed that 53 per cent of frozen food users pre-

fer fresh vegetables, 71 per cent fresh fruits, 58 per cent fresh fish, 65 per cent fresh poultry, and 61 per cent fresh meats.

Despite the congestion at beauty parlors, 93 per cent of women manicure their nails at home once a week, and just 4.7 per cent have their hair washed only at beauty shops. More than nine out of ten women use liquid nail polish and only 2.9 per cent do not use a hand lotion or cream.

By simply looking there is a wealth of information for every manufacturer or retailer.

If it's furniture, he might act upon the knowledge that a survey showed that next time furniture is bought, 35 per cent plan to buy modern pieces and 46 per cent, period pieces. If this is true of a merchant's own locality, it will guide him in stocking up for peacetime trade.

Automatic coffee maker manufacturers know they have an advertising and selling job to do because only 19 per cent of the people queried plan to buy completely automatic coffee makers.

If new central heating equipment were being bought for the home, according to surveyed opinion, the wife would have considerable influence in 41 per cent of homes, some influence in 34 per cent, and leave the decision entirely up to the husband in 25 per cent.

### Surveys give better answers

THESE are not necessarily definitive answers. But they do throw light in places where shadows concealed marketing potentialities. They afford invaluable aid to manufacturer and distributor alike. Since the techniques of surveys are being constantly improved, the result is that their findings are growing increasingly reliable.

Today the American consumer is like the little boy who, unable to repress some newly gained knowledge, raised his hand in the classroom and said, "Teacher, teacher, ask me a question. Have *I* got an answer!"

The American consumer has ready answers to all the questions the business man may ask about markets and potential markets for goods and services.

By adding sound selling and merchandising techniques to these answers, the business man can project them into billions of dollars' worth of sales. And herein lies the answer to the larger question of whether we can maintain full production and employment, and achieve an economy of prosperity and high standards of living.




# "I Saw It at the Bank"

*(Continued from page 42)*

to costs, wages, year round income of various wage groups and housing brought the topic of home building into wide prominence. The talk, translated into bankers' terms, meant more opportunities to lend.

At the same time construction loan procedure was discussed for bankers in new books and their trade magazines, and the "control of quality" was established as important in home loan banking—as important as increasing the volume of earning assets.

Today the man wanting to build a home, whether he goes to his bank or one of a number of other financial institutions, will find that the loan is for a longer term than in the old days, it can be obtained for a larger percentage of appraised value, and the terms of payment will be much like rent.

## Studying new houses

THE prefabricated houses and those described as "turn-key houses," complete with basic furniture and major equipment, are posing a new set of real estate loan problems. Because a large percentage of future mortgages will be made on such packaged homes, it will be necessary for bank officers, savings and loan officials and others associated with this kind of financing to familiarize themselves with the more important principles of their building and construction, the problems of transportation, erection and demountability.

By the time America was well into the war, banks in many parts of the country began to show their awareness of the importance of postwar home building. A number of them sponsored systematic savings plans to accumulate funds for home building or purchase. At the Equitable Savings and Loan Association in Portland, Ore., groups of depositors who were saving for home building met in evening classes in the bank's offices to hear experts talk on postwar homes.

The Equitable's education plan, called The Home Planners' Institute, was set up (1943) with the cooperation of the West Coast Lumbermen's Association. Joint endorsers included the city's realty board, architects, the state retail furniture association, plumbers' association, retail trade bureau, the city's home builders' association, electric companies, the gas and coke company and the state building congress. (This institute did not expect to remain local; the associations were presenting the plan to other cities, other financial institutions and to retailers.)

In the Portland project, newspaper advertising, poster boards, car cards, folders and personal follow-ups stimulated interest in the opening. After the first class of 60 members was filled, a second, then a third were organized. The course was offered free; participants were not obliged to finance their proposed home through the bank, nor had the Institute a tie-in with architects, contractors, realtors, heating engineers, or anyone else who gave the class lectures.

The talks covered selecting the home site, the relation of the client to the architect, traditional and modern architectural styles, selecting a contractor, construction, financing, kitchen planning, building materials, heating and air conditioning, plumbing fixtures, wiring and lighting, painting and interior decorating, insulation, home furnishings, appliances, plans for recreation, hobbies and other subjects.

The bank, when asked why so much hard work, organization and money went into its better homes institute, replied that getting future home planners ready for the coming building era would mean thousands of jobs for carpenters, bricklayers, plumbers, plasterers, painters and many other workers. It would open a big market for house furnishings, appliances and equipment; would keep the lumber industry and building materials producers busy; and stimulate business for home financing institutions.

Finally, bank executives said, such a program would help to relieve taxpayers of some of the expense of a public relief program.

"We are contributing to the postwar adjustment period; the Institute is patriotic in motive because it increases the sale of war bonds."




**"We have a General Manager but he's seldom here. He sits in the waiting rooms of the National Labor Relations Board all day"**

## Modeling the postwar home

THE Dime Savings Bank of Brooklyn set up a somewhat similar project, the Home Buyers' Institute, last year. Philip A. Benson, President, pointed out that thousands of Brooklyn residents were employed steadily at good wages and were waiting for a chance to own their own homes. To give these people something more than just a savings account to sustain their interest while they were dreaming and planning, his bank set up a display occupying about 5,000 square feet on its fifth floor. Included were home equipment, appliances, house models, pictures, plans, construction material and labor-saving devices. These were arranged through the cooperation of 40 local and national merchants and manufacturers. Dummy rooms showed visitors how equipment looked in place. More than 1,000 persons visited the exhibit on opening day, more than 4,500 in the first three weeks. Attendance averaged 200 daily thereafter for months.

In connection with this exhibit the bank offered a Home Buyer's Account to anyone who wanted to start saving regularly for a home; it also mailed current information, leaflets and other home building matter to those depositors from time to time. The bank feels that this undertaking made customers for the exhibitors, friends for the bank and good mortgage loan prospects. It undoubtedly made the people of Brooklyn feel that The Dime Savings Bank was a leader in the home mortgage lending field and a pretty fine place to drop into for an idea shopping spree.

In Schenectady, the Schenec-

# do "healthy" men need...



# doctors?

ANY life insurance company will answer, "Yes." They say it's a good plan to have a thorough physical examination at least once a year.

Many businesses keep healthy in much the same manner. At regular intervals, they call in their National representative.

This man knows business systems as thoroughly as a doctor knows medicine. His trained eye can often spot flaws in a system of handling money and keeping records that those who operate the business have overlooked.

Whatever the size or nature of your business, small drug store, large department store or nationally-known manufacturing plant, the National representative can provide machines and systems designed to handle any type of business accounting.

**See the facts . . . make your own decision**

You can prove this to your own satisfaction without obligation. Upon request, the National representative will be glad to discuss with you the systems you use in your business.

His findings may enable you to cut costs and reduce mistakes in handling your payroll, the posting of accounts receivable, distribution of sales and costs, and virtually every other phase of your general business bookkeeping.

Decide that for yourself. Look over the National man's recommendations and make your decision on the facts and figures. **The National Cash Register Company, Dayton 9, Ohio. Offices in principal cities.**

National

CASH REGISTERS • ADDING MACHINES
ACCOUNTING-BOOKKEEPING MACHINES



Gentle as a Dove—

**Country Doctor**

*Pipe Mixture*

the pipe smoker's

ECONOMY-LUXURY

25 Extra-pleasureful pipefuls, for 25¢



TRY IT TODAY

If your dealer doesn't have it—write Philip Morris & Co. Ltd., Inc., 119 Fifth Ave., N. Y.




MARYLAND'S Ambassador of Good Cheer is definitely a costly beer. But to the critic of flavor it seems to be entirely justified.

IN LIMITED QUANTITIES FROM COAST TO COAST

NATIONAL *Premium* BEER

*by the*

NATIONAL BREWING COMPANY OF BALTIMORE IN MARYLAND

tady Savings Bank sponsored another promotion program built around the same theme. The idea of the exhibit and advertising campaign which accompanied it was modern housing development. National advertisers of electrical appliances, paint, wall board and other products participated. According to the bank, 9,000 persons visited the exhibit in a little more than a month. Requests for permission to reprint a 13-page booklet on systematic savings for a home indicated wide interest of other banks in the program.

Today banks are still showing a keen interest in the subject of where people live.

The *Rooms With a Forward View,* at the Bank for Savings in New York, is an example.

## Show neighborhood activities

THE current showing of three attractively decorated rooms is the newest in this bank's program of displays.

The series began a few years ago to "make us interesting to our neighborhood," said Rowland R. McElvare, Senior Executive Vice President at the Fourth Avenue Branch.

"The series developed from employees' hobby shows, and other employee social activities, to exhibits which brought the neighborhood into the bank. One of the most notably successful of these," according to Mr. McElvare, "was a show of high school students' paintings.

"Nearby Washington Irving High School is famous for its specialized training for girls. The bank offered its wall space as an art gallery. One hundred and fifty paintings were hung and, needless to say, the students came into the bank. So did their parents, teachers and friends. Business men came too.

"A few pictures were actually sold; several students were offered jobs on the strength of their displayed work. A large number of new savings accounts resulted.

"Neighborliness was the idea behind our first exhibit. In the past few years the shortage of furniture, housewares and home building materials made us realize that the families living in this area might like to have some help in making their apartments more comfortable and better looking. The *Rooms With a Forward View* give them lots of ideas."

A department store, James McCreery Co., decorated the rooms of the adjoining bank property, converting three large, dark and ungainly spaces into modern, fresh and livable interiors. The bank painted the floors and woodwork, boxed in steam pipes and will also pay for the perishables—the rugs and draperies which will be damaged after weeks of display. But all furniture, decorations and accessories were selected and arranged by the store's decorating department.

The finished rooms were previewed by the press (with a cocktail party in once-sacred bank quarters) on July 24, and opened to the public the next day. Visitors have averaged 200 daily since.

McCreery's reports it is more than pleased with the new business flowing to it from this exhibit. The Bank for Savings is delighted with its accomplished first purpose—to help the people of the community with new ideas about the apartments and homes they now occupy, and ideas for new houses they will have when building begins again.

Anna Flaherty, assistant to Mr. McElvare, who had a good bit to do with the creating and maintenance of the rooms, is keeping a report of visitors' comments: The young soldier who came through the bank with his arm around his girl, led her straight to the modern living room of the exhibit and said,

"Honey, this is the room I wanted you to see."

The woman, standing beside her husband while he opened one of the new special home furnishing club savings accounts, who said, "Tom is going to be different when he comes home from the Pacific. I think he'll like a newer looking home."

A waitress in the bank employees' lunch room who said to Mr. McElvare, "I went up to the store and got the very same coffee table that's in the living room."

## Exhibit used for pattern

THE two women who left the exhibit hurriedly, saying they were going to bring their carpenter to see the shelves. They did, and he measured, and jotted down figures, while they pointed out just what they wanted him to copy.

What banks and other financial institutions can do in working with their communities is limited only by the imagination and executive talents of the organizations' promotion men and women. Smaller banks, even country town banks need not stand enviously by. Mr. McElvare suggests that any country bank can work with a store in the nearest large shopping center, with a builder, public utility, architect, decorator, antique dealer, the paint and hardware man. Much

can be shown in small space, he says, the lobby of the bank, for example, or one booth. He cites the example of a savings bank which put a home library, complete with librarian in its lobby. The customers borrowed books on every phase of home building, gardening, decoration. He mentioned another—Franklin Square National Bank, Hempstead, N. Y.—which asked local merchants to set up shop windows in the bank. These displays were tied in with savings plans and ideas for better homes. Similar displays may be borrowed from mail order houses and manufacturers.

Maybe banks don't have to go as far in "public relations" as the small one in my neighborhood, but its informality is mighty pleasant. The uniformed and very dignified floor guard is a self-appointed nursemaid for the baby carriages which line up outside while busy young mothers tend to the family finances; he takes wet umbrellas from the neighborhood women who come in laden with the groceries and sundry bundles; this same guardian of the bank's gold daily holds the leashes of scotties, dachshunds, a spaniel or two, and Matey, the huge brown English bull dog who banks there regularly.

With such behavior in a bank, anything can happen. In days to come "I saw it at the bank," will not seem an odd statement, because undoubtedly there is going to be more and more to see in banks.

## Business at Airport

MEMBERS of the Ft. Wayne, Ind., Aero Club, backing with cash their faith in the future of our war-born aircraft industries, have purchased a strip of land, 4,000 by 612 feet, at the municipal airport and plan to erect an ultramodern business center to serve air travelers, plane owners, flying students and visitors.

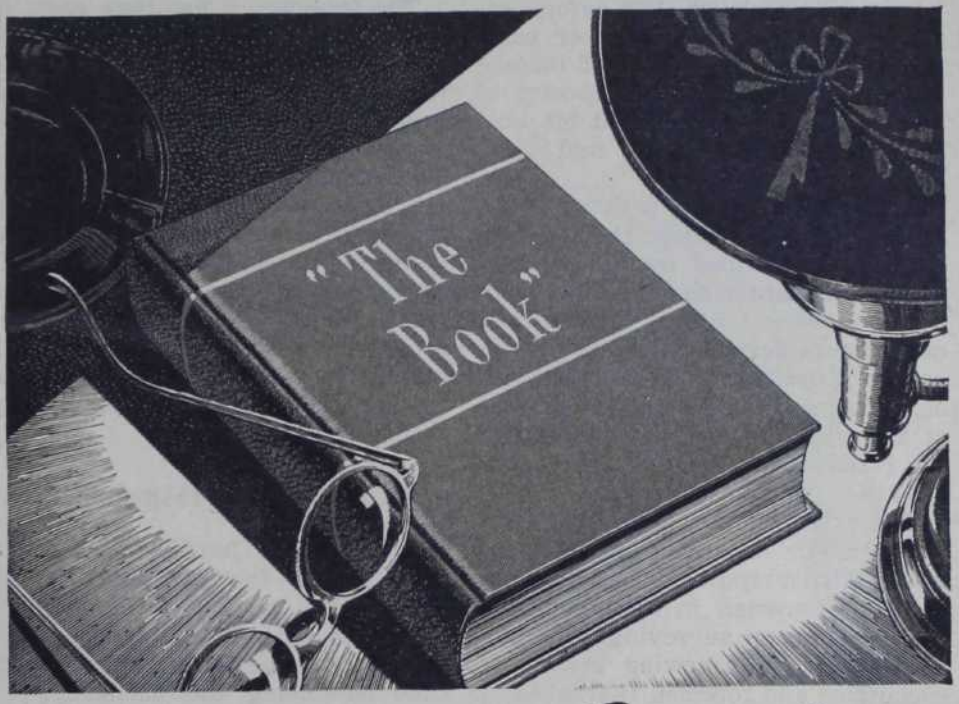
First to be built will be a recreation center with a clubhouse and sky-terrace restaurant, swimming pool, bowling alleys, miniature golf course and golf driving range.

Constructed later will be a super service station for motorists, a supermarket, drugstore, hardware store, furniture store, small department stores—and a row of salesrooms for popular makes of planes as well as for parts and accessories.

The buildings will be of Mediterranean-style architecture—one story structures so as not to interfere with planes taking off or landing.

—N. J. BARKER


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# Industry's Forgotten Men

*(Continued from page 24)*

didn't necessarily possess the qualifications to do all these things, the personnel specialist, the safety expert, the time-study engineer came on the scene. But each staff innovation chipped away the authority of the foreman and weakened his hold on subordinates' respect and discipline.

Once an executive with considerable freedom of action, the foreman today, as described by the Slichter Panel is "more managed than managing, more and more an executor of other men's decisions, less and less a maker of decisions himself." The rise of industrial unions and the advent of the shop steward further diluted the foreman's authority and responsibility.

The extent of this dilution is indicated in The American Management Association's report on the "Development of Foremen in Management." AMA found, on surveying 100 companies and interviewing scores of executives and foremen that:

1. In one-third of the companies, the foreman has no voice in hiring. In two-thirds, the personnel department interviews and chooses new workers although the foreman has the final say.

2. In only one-tenth of the surveyed companies could foremen discharge a subordinate on their own responsibility.

3. Pay increases and promotion had to be approved by other authorities in all instances.

4. In only one-tenth of all cases do foremen have complete charge of discipline.

5. Only 20 per cent of the companies replying in the survey held policy meetings with foremen.

"These and other functions," Ernest Dale observed in the AMA report, "can now be exercised by many foremen only in consultation with numerous other authorities. The resulting interrelationships are often ill-defined and disturbing. At the same time technical knowledge requirements and standards of performance have been raised so much as to bewilder many foremen."

What can management do about all this? What basically are the foremen's desires, and how can they be satisfied?

The foreman, it has been seen, resents the dilution of his authority; he wants a job with responsibility. He wants the sort of pay that indicates he's got a responsible job and is commensurate with the effort he puts in. The foreman wants to be secure in his job, as secure at least as those other members of management, the sales manager, for instance, the personnel director, the cost accountant. He wants the right to be heard when he is aggrieved and to have a voice in making company plans and decisions.

And, damn it, the foreman wants recognition and respect.

## Authority and responsibility

HOW can the hard-pressed executive provide the foreman with all these? How can he clothe the foreman with authority and responsibility, for example, without at the same time sacrificing the efficiency provided by the staff specialist (often by impinging on foremen's prerogatives)?

A basic first step, as many companies have found, is to select, by careful testing programs and character investigation, the sort of foreman who can assume responsibility and acquire the knowledge he needs to do a good management job.

The Calco Division of the American Cyanamid Co., for example, measures foremen candidates' intelligence, mechanical comprehension, mechanical ability, ability to read, interpret and remember messages by scientific tests. Other companies, such as The American Rolling Mill Co., probe the candidate's personal qualifications.



**"About our postwar models. I'm afraid our advertising department has been living in a delightful little world all its own"**

The testing at Calco is followed by a leadership training course and a careful character check. Having navigated these shoals, the candidate must still contend with a works committee which studies his record and makes the final decision.

The Caterpillar Tractor Co. goes further by supplementing careful selection with an initiation into the management family that includes intensive schooling as well as planned hobnobbing with other members of management.

Training courses are given in a hotel to provide the neophyte to management with different surroundings from those of the shop. He is schooled in the company's organization, its products, time study principles and purposes, the union agreement, handling grievances, use of progress reports, personal conduct, planning work assignments, previews of job instructions, job methods study and job relations.

## Foremen are managers

PREPARED in this way, Caterpillar foremen are held to be capable of handling maximum responsibility. They are managers of their departments, participate in establishing management policies in production and personnel matters. They have full authority to approve or disapprove hiring, to supervise the work and make work assignments for employees under their supervision. They initiate wage increases, transfers and promotions.

Giving the foreman this sort of responsibility may pay off in more ways than one. NLRB held in the Packard Motors case that the foremen involved were employees and therefore entitled to the protection of the National Labor Relations Act, because their functions showed them to be merely (in the words of the Board) industrial "traffic cops." It could follow then that those companies which can show that their foremen exercise managerial responsibilities and powers of decision might not be required to recognize such foremen in a collective bargaining test under the Wagner Act.

Giving the foreman more responsibility is one thing; making him feel that his job is indeed a responsible one, that his responsibilities have not been diluted or compromised because

# *some war-born babies have grown up* Fast!





New industrial techniques that would normally take years to develop have been perfected in months or even weeks—under war's unrelenting pressure. Many will be important factors in the coming postwar competition to produce better products, more economically.

Knowledge of these war-born techniques — such as electronic welding control, radio-frequency heating, x-ray inspection—is widespread in certain industries. But some have grown up so fast, and improvements have been so rapid, that even the best-informed production man may overlook their full possibilities.

Finding new ways to do things better in a dozen different industries is the job of Westinghouse engineers. Because of this background, we may have in our hands —in terms of electronics, electricity, metallurgy, plastics or ceramics—developments that will help solve *your* particular reconversion and peacetime production problems.

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**IF YOU MAKE CUTTING TOOLS**

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By selective heat-treating of this gear, a hard tooth surface is obtained for wear resistance, while the original toughness of the steel is retained in the center to resist breakage.



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By electrically preheating the uncured material, the average curing cycle for these molded plastic handles was reduced from ten minutes to two minutes. Production rate was greatly increased.

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**Choose** the Ohmer model best fitted to your system and your needs. Your Ohmer representative is fully qualified to help you with this choice. Our sales and service agencies have necessarily been somewhat curtailed throughout the war—but soon, just as before, you'll find an Ohmer expert no further from you than your phone.





**Whatever** your choice, Ohmer gives many advantages: a locked-in printed record giving—model for model—the completest data and fullest protection; compactness and flexibility for increased performance; attractive appearance plus built-in craftsmanship that's kept pre-war Ohmers faithfully on the job.



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MANUFACTURERS OF REGISTERING EQUIPMENT SINCE 1898


ence on the right to be heard, to air his complaints, to make suggestions, to obtain satisfaction for grievances. The second is his need for recognition and respect.

The meager lines of communication between foremen and management, particularly in the larger companies, is illustrated by the experience of The Remington Arms Co. Its executives were amazed, on installing a suggestion system, that many suggestions came from foremen.

"I wonder why it is necessary for foremen to resort to the suggestion system?" a puzzled executive asked. "It seems to me that this offers material for consideration."

While subordinates enjoy prompt attention to grievances through union-contract machinery, foremen, as members of the "management team," are expected to take them up with their superiors or their superiors' superiors. The foreman has access to these officers through the "open door policy" which many companies operate.

The Slichter Panel showed so little confidence in the "open door policy" in the industries it investigated that it suggested the creation of formal grievance procedure.

The panel hearings disclosed the practical difficulties of making an "open door" policy work. It isn't easy for a foreman, it developed, to complain to his immediate superior. And suppose the complaint is directed at the superior? Few foremen in their right mind would go over the head of their immediate boss.

"It's just not done," foremen testified. "I think my superior would feel very much hurt if I went direct to the vice president."

Another reported, "The boss got sore back in 1934 when I took a couple of cases over his head. He told me, 'You squawked to the higher-ups, huh? I'll give you something to squawk about before this is over.'"

If the open door line of communications has its difficulties in the moderate-sized plant, how does it fare in the big plants? More than one-fourth of all foremen are employed in the 200 largest companies. It is physically impossible for thousands of foremen in these plants to have close contact with top executives.

The Slichter Panel warned that the reconversion shrinkage in supervisory staffs would inevitably multiply foremen's grievances and argued further that the "absence of satisfactory opportunities to dispose of minor, smoldering grievances may itself be the cause of serious discontent."

The American Management Association found, in its survey, that companies generally "are not eager to install" grievance machinery for foremen. The survey suggested that a friendly superior, recognized as sympathetic and fair, could do much to improve the effectiveness of an open door policy. It cited a plant manager of a large factory who spends two or three hours daily walking through the works, talking to as many foremen as possible. He answers questions or complaints immediately or institutes a prompt investigation. The plant-walking manager believes that, if he could spend three months continuously in the plant among his foremen, he could boost production by 20 to 30 per cent.

If the plant manager has neither the temperament nor the time for direct daily contact with the foremen, other methods of communication are suggested. They include foremen meetings with superintendents, "gripe sessions," written reports from foremen to superiors and periodic soundings of foremen's attitudes and opinions.

### Recognition for foreman

THERE is the matter finally of recognition and respect for the foreman. These can be accorded him with relatively little trouble.

A number of standard procedures are employed successfully:

1. Publish a foreman's manual which explains to him the nature and conditions of his work, his relation to staff specialists, production line and subordinates.

2. Provide the foreman with the signs of office, such as payment by check, a suitable badge, a telephone, a desk, special parking space.

3. Beat the shop "grapevine" by getting important news to the foreman before his workers get it.

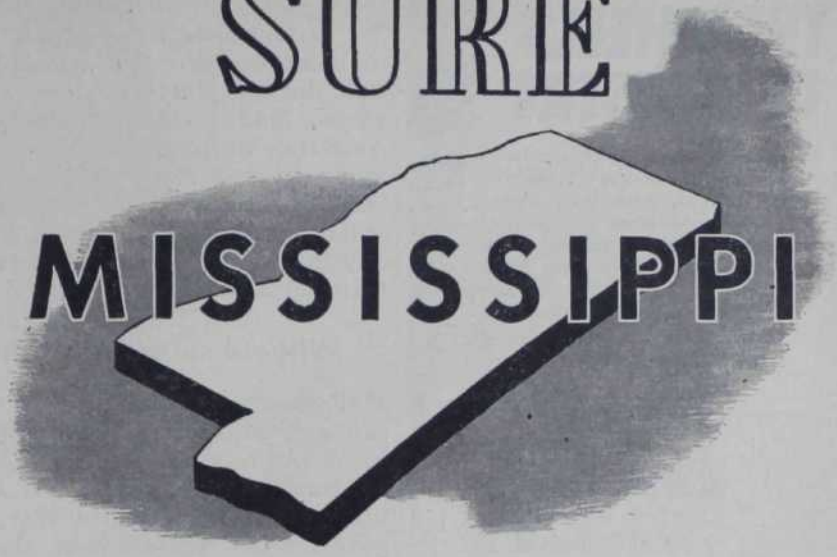
4. Let the foreman give out management information.

5. Hold information meetings for foremen.

An ample and growing literature explores other methods for improving foremen relations. It deserves careful study, because solution of the foreman problem is irrevocably tied to the problem of producing efficiently, in the large volume and at the low cost on which our mass production civilization is built.



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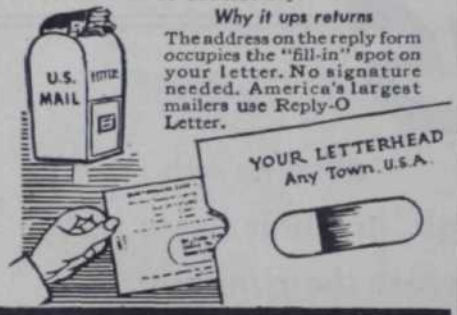
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# Highballing Through War

*(Continued from page 27)*

no bomb was dropped, no bullet fired that did not start its journey somewhere, and in some form, on an American railroad car. Nor is it too much to say that nowhere in the world was the war effort slowed down, or its striking power lessened, through any failure of the American railroad transportation system.

## Without subsidy this time

THE task was done, moreover, with railroad resources. Such additional plant and equipment as could be gotten was paid for by the roads. In contrast to the first World War, when government operation of the railroads imposed upon the taxpayers a burden of nearly $2,000,000 a day, in this war the railroads paid into the Treasury taxes which have averaged about $4,000,000 a day.

Railroad men have worked long hours, the average for all classes of work being more than 51 hours a week. In many instances they have worked double shifts, staying on duty for 16 hours at a stretch. That's as long as the law allows a man to work in train service.

But long hours alone did not move the country's goods. It took teamwork as well.

The locomotive engineer driving 1,000 tons of passenger train perhaps, or as much as 10,000 tons of freight train, is but one man of a team. He is part of a train crew—the conductor, who is the captain in command of the train; the fireman who "keeps her hot"; the trainmen, head and rear, who assist the conductor in getting the train over the road.

These men, in turn, are but part of a still larger team. They take out on the road a train made up of separately and individually loaded freight cars, brought together by the terminal and switching crews, and assembled into the train, a specially built up, tailor-made vehicle for each trip.

But that still is only part of the job. The cars which make up the train, and the locomotive which pulls it must be kept in good order and repair, and that's work for the men in the shops—machinists, boiler-makers, carpenters, electricians, blacksmiths, painters, coach builders, car repair men, men of a dozen other crafts.

This still is not all because at the bottom there is the track. It takes men to build tracks and to maintain them, all along the line. It takes still other men to keep up the structures along the way, "bridge and building" men. Others maintain the communications system by telegraph and telephone and now by radio or wireless induction. Still others maintain the automatic signals by means of which the train as it moves surrounds itself with protective warnings, automatically and without human intervention.

There must be still other men in the stations along the line, in the offices at headquarters, in the sales departments, the ticket and freight offices, in the store rooms, and at scores of other vital jobs, if the rail-



BROWN BROTHERS

**Chronic congestions and prolonged delays of both men and freight plagued the country during the first World War**




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roads are to be kept running. For every man who runs on a train some six others are working "on the ground"—on the tracks, in the yards and shops and offices—and they all go to make up the team.

But even that is but part of the team. The number of those who have invested their funds directly in the stocks and bonds of railroads probably exceeds the number who work for the companies, while the number who have an indirect investment in railroads, through their life insurance holdings or savings bank deposits and the like, vastly exceeds both combined.

### Investors helped, too

THESE investors, too, have had their part in the railroad record. At the time of the first World War, each railroad worker had an average of $10,000 worth of "tools" in the shape of investment in plant and equipment, with which to do his job. During the war just closed, this investment per worker was approximately $18,000. One result was that the work got done better. Another was that the men who did it received wages which averaged nearly twice as much in cents per hour as in the first World War. Another was that the public received in this war the truly incalculable advantage of adequate and dependable transportation, without being called upon to pay more than prewar freight rates, and but slightly more in passenger fares—despite increases in wage levels and in the prices of railroad supplies and materials which exceeded 25 per cent, and despite a railroad tax load, per dollar of revenue, which more than doubled since war began, and is more than four times what it was during the first World War.

Dr. George S. Benson, of Harding College in Arkansas, out of his experience of life in China and in America, has found in rail transportation a most striking example of what capital invested in productive tools does, not just for the investors—who may, in fact, receive the smallest share—but for workers, producers, consumers, the whole economy.

The coolie in China, working as hard and as long as man can work, is paid a cent an hour—but the price of the transportation service he can produce by his own unaided efforts is about 30 cents per ton per mile. The American railroad worker, on the other hand, earns an average wage approaching a dollar an hour for all classes of employment—but the price of the transportation service which he

and his fellows produce, using the tools which ingenuity has devised and investment has created, averages less than one cent per ton per mile.

That's the sort of thing which investment can do, when it is coupled with capable and progressive management, making use of technological progress wherever it is economically justified.

But with it all, the record could not have been made without the effective cooperation of the shippers, acting through their local and national associations and organizations, and of the government agencies, which helped create the conditions under which railroad men could do that job.

So there's the team—four or five railroad men on a train, six times that many "on the ground"; the investors who have put $18,000 worth of tools in the hands of the average railroad man; the managements who planned and directed the work; and the government agencies and the public who helped get it done.

Each train that runs is part of the operation of a great machine for the production of transportation—the railroad. Each railroad is part of a still greater machine—"the railroads," which in America work, in many respects, as a unit. For more than five years now—ever since the defense program began in the summer of 1940—this great transportation machine has been an essential part of the war-making power of the United States.

Peace and the future are ahead—and the opportunity to carry over into the future the same sort of teamwork which enabled that machine to make "the biggest mass movement of men and materials in all the history of mankind."

## Where the Money Goes

THE American worker has the possibility of earning at least 31 different kinds of pay, but there are more than 40 kinds of deductions that could affect the amount he actually gets to take home, a study of pay roll techniques by the National Cash Register Company reveals.

Examples of the different kinds of pay are: swing shift differential, advance day work, seven-day bonus, night bonus, incentive pay, vacation pay, overtime, and inventory work.

Deductions include Social Security, War Bonds, withholding tax, hospitalization, group life and accident insurance, credit unions, craft unions, employee associations, savings allotments and vocational training tuition.


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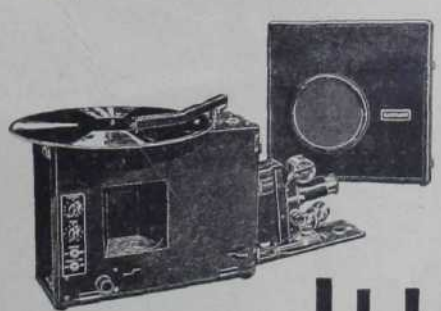
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DIVIDEND NOTICE

*Common Stock Dividend No. 119*

A cash dividend declared by the Board of Directors on September 12, 1945, for the third quarter of the year 1945, equal to 2½% of its par value, will be paid upon the Common Capital Stock of this Company by check on October 15, 1945, to shareholders of record at the close of business on September 28, 1945. The Transfer Books will not be closed.

E. J. BECKETT, *Treasurer*

San Francisco, California

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# World's Greatest Treasure Hunt

*(Continued from page 22)*

Vickers for infringing on their patent rights on fuses for hand grenades. Vickers gave them the Miers property in settlement.

German submarines soon after World War I were issuing from a German controlled plant at Santander, Spain, while in Holland submarine construction was carried on by a thinly disguised subsidiary of the German government-owned yards at Kiel. At a German-staffed chemical factory at Trosk, Russia, experiments in gas were carried on and the results were compiled for secret files of the German general staff. Before long, German engineers were in Detroit, studying American assembly line methods which they later used in manufacturing dive-bombing Stukas.

This was in the days before Hitler.

## Extended around the world

STILL more arresting was the success of Germany's chemical and electrical industries in extending their controls around the world in the fluid years between 1920 and '35. By agreements with allied concerns, the German cartels attempted to limit production abroad of strategic war materials and to gain the right to use new industrial processes which proved their value in the Reich's rearmament program.

In their dealings with German cartels, American and British industrialists often were tricked. They thought they were getting valuable tidbits from the exchange of scientific data. Sometimes they did. But sometimes they found they had yielded bona fide secrets while the Germans, reciprocating with patents and new gadgets, held back so much of the experimentation records that the practical value of the processes often was extremely restricted.

Always, German cartels did the bidding of the German Government even when—as occasionally happened—it meant sacrificing profits.

By 1939, German holdings abroad were estimated at not less than $12,500,000,000 in money value, not to mention their incalculable strategic value as feeders-in of scientific and financial power.

This time, we are taking no chances.

When our Army moved into Europe, it brought along some 2,000 trained technicians, in uniform, whose duty was to prosecute an economic clean-up in every captured district the moment it was occupied. Some of the men were government people, re-



SIGNAL CORPS PHOTO

**Clues to hidden physical wealth, corporate holdings, loot and Nazi bank deposits are often found in unexpected places**




# *Thoughts that the Boss never hears . . .*

WHEN employees get together, they talk shop. They pan a lot of little things, and some big ones.

This sort of session seldom hurts anyone. Mostly it clears the air. After they get through with the grouching they add up the good points.

It is something on the right side of the ledger if, when the good points are added up, they include opportunity and reasonable freedom from worry about the future.

This is why a sound pension plan is a good investment. To the veteran employee, it brings a feeling of security. The rising youngster sees a chance for advancement through the regular retirement of older men.

Conditions at present are very favorable to the installation of a pension or retirement plan. Many organizations are adopting them. You can profit by discussing the John Hancock pension plans in detail.

John Hancock plans are long-range and broad in scope. They are flexible. They are adaptable to a variety of special needs and conditions.

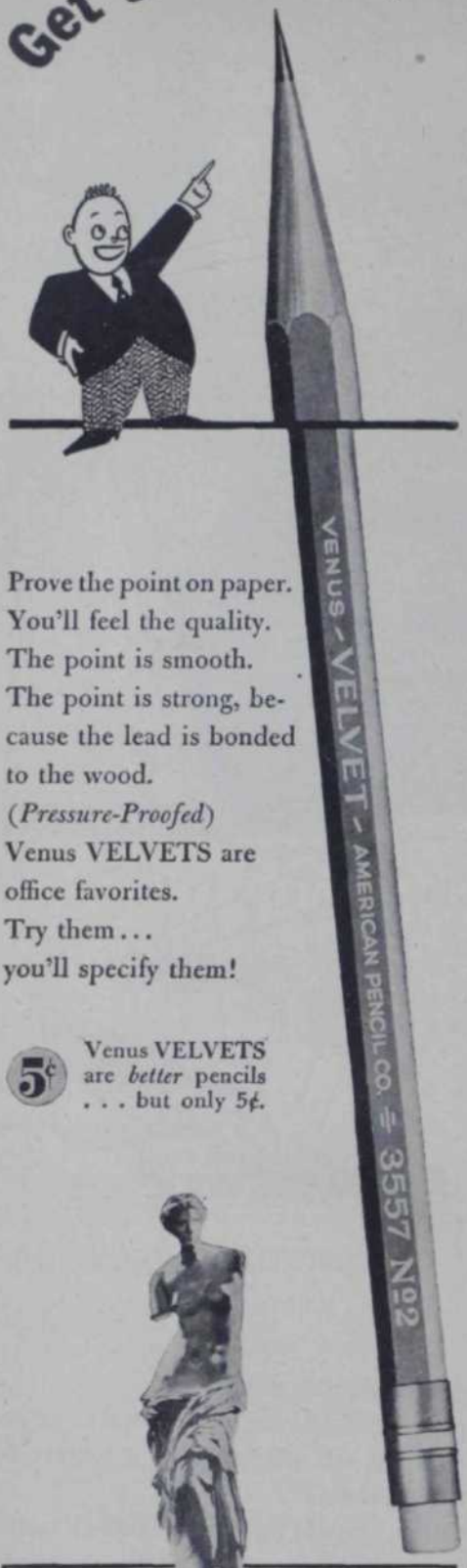
For full information, consult the John Hancock agent in your locality or write the home office of the company.

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cruited from the Foreign Economic Administration, Commerce, FBI, Treasury—and, in a few cases, from the Alien Property Custodian's Office.

Chief of this Finance Division of Army Civil Affairs was Colonel Bernard Bernstein, former assistant general counsel of the U. S. Treasury and an authority on German investments. The British army's corps, similarly designed, numbered perhaps 1,800. Each had liaison officers in the parallel units. In Eastern Europe, the Russians did the job in their own way.

At the same time, the State Department, using personnel from various agencies, was cooperating with British agents in the neutral countries—and later in the liberated countries—toward the same end.

In the invasion of former allied regions, such as Belgium, Holland and France, diplomacy dictated collaborating with representatives of the exiled governments when it came to ransacking of papers of German-controlled enterprises. But while our action was "unofficial," the fact is our men did not miss much.

## Records of a cartel

ARTILLERY shells were still whizzing over Frankfurt-am-Main, home of the I. G. Farbenindustrie, when a detail of Americans, led by Commander Joel Fisher (Coast Guard), deputy to Bernstein and also a former Treasury lawyer, rushed into the buildings occupied by the great chemical cartel. Six floors of one wing of the main building were piled knee-deep with bound records and correspondence which had been dumped from filing cabinets.

One heap of "rubbish" yielded up the index to the industry's foreign exchange system. Several executives were caught trying to scoot out of the premises. One was toting a suitcase ostensibly filled with clothing and personal belongings, under which were found concealed papers describing secret processes, lists of foreign business connections and assets abroad.

Immediately the Americans rounded up all officials of the company, their wives, relatives, friends, and staff workers, and put them through a grilling that touched every phase of the company's operations.

Proceedings at Frankfurt are an example of what went on all over Germany.

"Husbands and wives were interrogated separately," Fisher related when he returned to Washington recently. "An interesting aspect was


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that it practically always was the men who broke down first. The women almost never 'cracked.' I remember the flash of scorn usually in the wife's eyes when she was confronted with her husband and saw that he had spilled the secret."

### Tips were investigated

THEN, while dispatches were sent off to American and British agents abroad to get busy on tips which the investigations had produced, the actual treasure hunt would begin.

To quote Fisher, again:

"At Frankfurt, as elsewhere, we found documents buried two feet from chicken coops, two feet from a gravestone, or a certain garbage can. All over Germany, it was two feet, not three or four or five feet, but two feet from chicken coops and gravestones. The German mind seemed to work in a pattern everywhere."

Location of physical loot, such as art objects, coin and bullion, was the easiest phase of the sleuthing—if sometimes macaberesque. In the Kaiseroda salt mine, the Americans found between two and three million gold tooth-fillings packed in suitcases and formally credited to the Reichsbank account.

In one concentration camp, every prisoner was inspected by the dentist, who made a chart showing where the gold spots were. The prisoner was then taken to the tooth-knocker-outer who turned the gold over to the custodian who kept it until enough had accumulated to forward to the Reichsbank. Some of the prisoners were liberated before their fillings had been shipped away; the custodian's records identified the inlays and they got them back.

In the case of Goering's famous art collection, the meticulous bookkeeping has helped in the job of returning the articles. To establish title, Goering had insisted that each owner give him a written bill-of-sale at the time of the "purchase," containing the owner's address, and waiving all claims.

The task of getting our hands on German interests abroad is more complicated. The neutrals have finally agreed to freeze and invoice all Axis holdings. That is not the same as seeing the books ourselves, but we are hoping.

Many important German subsidiaries are known and comparatively visible. But vast holdings are buried in a labyrinth of financial camouflage. In Switzerland, the law permits bank accounts to be identified only by numbers. These numbers may be tied into




Asked the President of the Purchasing Agent:

*Did you say that war restrictions have* IMPROVED *the serviceability of the paper we use?*

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When war restrictions go, don't return to the wasteful practices of yesteryear. When you order stationery and record-keeping papers, specify PARSONS. You'll get the finest cotton fiber papers from a mill that specializes in paper for modern business, made to reflect and record the *quality* of your organization.

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a series of number accounts and so on until the actual owner of the funds is pretty remote from view. Again, the practice of "bearer shares" is common in European corporations.

Switzerland has an ultra-strict bank-depositor secrecy law, which has troubled Swiss consciences of late and slowed progress in this land which handled such a large share of Germany's foreign banking during the war and whose firms "cloaked" so many German industrial operations elsewhere.

Sweden has cooperated "unofficially," but has been a little stiff-laced when it came to formal examinations of business records or actual seizures.

On the other hand, Fascist Spain has palpitated with eagerness to aid. The American Embassy in Madrid is now in managerial charge of the important German-government-controlled chemical industries in the Iberian peninsula, and the Spanish government would be glad to have us take over private bank accounts of Axis origin any time we wish.

Portugal is finally swinging into line.

Argentina has been uncooperative, but the other South American nations are working with us.

Practically all German holdings in the United States are already in our hands, in spite of an elaborate camouflage. Sometimes the latter was pretty thin as, for instance, when it was insisted that the 98-percent-German-controlled General Analine Film company was owned in Switzerland.

## Italy less warlike

AS for Italy, we began by being rough but soon changed to a policy of conciliation. Italy's foreign holdings were not of a warlike nature and we decided it was to our advantage to help the Italians get back on their feet quickly. We are not trying to grab Italian firms abroad and, except in the case of rabid Fascists, are letting original owners get their properties back.

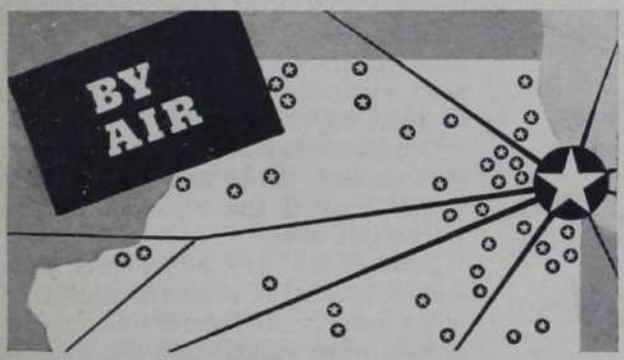
Italy's investments in the United States did not exceed $15,700,000 in 1939—as compared to $150,000,000 known German assets—and ran mostly to insurance companies, banks and commercial undertakings.

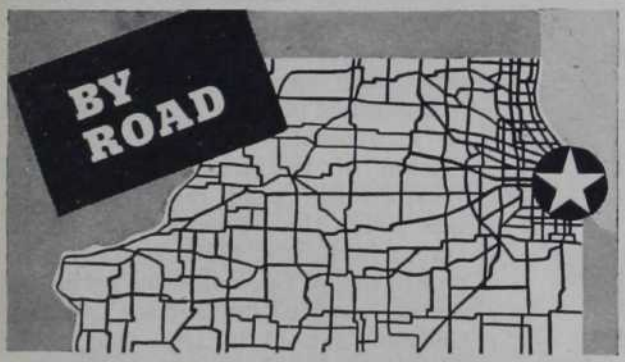
American investments in Italy totaled $75,000,000 in 1940, including $37,000,000 in oil refining and distribution and $13,000,000 in electrical appliance manufacturing. An additional $73,000,000 in Italian bonds—one half of them government issues—is held in the United States.

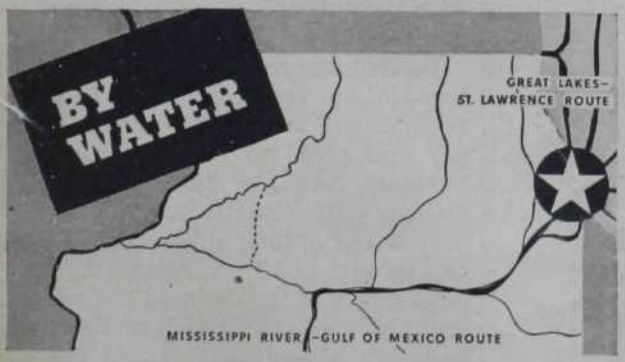
Japan's foreign "war potential"

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**By rail**—22 trunk line and 17 belt and terminal railroads serve Chicago and Northern Illinois. 7,726 miles of railroad track converge in the Chicago industrial area alone. This is greater than the main line mileage in 39 of the 48 states. Here shippers find excellent pick-up and delivery service, facilities for loading and unloading cars with greater efficiency than any other rail center in the nation.

**By air**—For any operation where the element of speed in transit is essential, Chicago and Northern Illinois is the ideal place in which to locate postwar plants. Nine principal airlines connect this territory with every major city in North America. Geographical features which have made this area the crossroads of commerce, are now making it a great international airport. Specific plans for air routes from Chicago to the leading markets throughout the world have been approved.

**By truck**—Over 600 truck and bus lines offering 24-hour-a-day service speed parts, products and people from Chicago and Northern Illinois to 24,000 United States communities. More than 600 miles of new superhighways, now projected, will enable fast carriers to express products to all parts of the territory—and additional highway facilities will speed delivery to every corner of the nation.

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To industry and business seeking locations, transportation is only one of the many advantages offered by the Chicago and Northern Illinois territory. As an aid to business, agriculture and industry, we have established a department to assemble and distribute factual data concerning this area. You are invited to make use of the services of this department. Communicate with the Territorial Information Department, Marquette Bldg., 140 S. Dearborn St., Chicago 3, Ill.—'phone RANdolph 1617.

---

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*Information on the industrial, agricultural and residential development of Chicago and Northern Illinois*

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is much less formidable than the German, but what there is, is going to be grabbed.

Japanese holdings in United States territory, estimated at around $54,000,000, are mostly importing firms dealing in art objects, although Mitsubishi had a nice trade in scrap-iron and oil. Properties of 400 Japanese companies have been seized by the Alien Property Custodian.

Japan's heavy industries abroad are concentrated in Manchuria—where the Japanese have created an important industrial area—and in Korea and on some of the Asiatic islands. This will be to the good as far as China is concerned, since China is to get Manchuria.

American holdings in Japan amounted to $37,671,000 at the time of Pearl Harbor, and the Japs had talked us into buying an additional $105,500,000 worth of their bonds.

### Problem of our holdings

RESTITUTION of former American holdings inside Germany is one of the most unsimple aspects of the European economic mess. They added up to $349,399,000 in '41.

Our bombers eliminated some. That portion may prove to be the easiest to get back if the reparations plan works out well.

Some machinery and plants were moved hundreds, even thousands, of miles away while former financial interests were sucked into the general continent-wide centralization of industry effected by Berlin, until they practically have lost their identity.

Insurance policies and claims went up in symbolic smoke with the explosion of the whole Central and Western European reinsurance system which the Germans had concentrated in Berlin. No insurance companies except German were permitted in the occupied lands from 1940 on. Germany's hold in this field ended with the surrender; the German companies will not be restored.

British insurance firms, and doubtless Italian, formerly active in these regions, will move back into the vacuum and pick up current insurance business. As for damage and life claims, still unsettled, policyholders may be out of luck unless their claims can be satisfied from remaining physical assets of the German companies, and provided the British or Russians have not already earmarked the assets to satisfy other claims.

Locating American properties and protecting them from vandalism—even finding parts which have been moved—is the only simple aspect of

the situation. A number of American plants already are in our hands. The Army has reopened a Ford plant, to ease its transport difficulties.

However, even if an American factory is inside the American zone, and capable of production, the former owners have no guarantee they will get it back or that it will be permitted to resume operation. Complete destruction of Germany's war-making potential is one thing on which the Allies are agreed and the fact that a plant is owned by Americans will not save it.

Whether the original owners will be compensated, and if so, how much, still remains to be settled.

When enterprises are clearly "nonmilitary," the owners will get them back or get reparations, in case of damage, provided they had a controlling interest (most of the American ventures in Germany were almost wholly American owned).

In cases of minor financial interest, American investors probably will be out of luck.

### We may lose in Balkans

THERE is doubt also about the future of American holdings in the Russian-dominated Balkans, unless we can offer the Russians something equally appealing in exchange. It is said the Russians already have removed some equipment belonging to Standard Oil in the Ploesti oil fields to replace machinery stolen by the Germans in Russia.

A procession of former American investors already is moving across the Atlantic for a look-see at their prewar premises.

Officials of the State Department are chary about promising much, and avoid going into details about the future of American holdings in Central Europe. The usual reply is, "We are doing all we can, and will continue to."

It is emphasized that claims for properties in areas occupied by other powers must be objects of negotiations with those powers.

In 1941, $102,000,000 worth of German and Austrian bonds—mostly Dawes and Young issues—were held in the United States. Just before Pearl Harbor, the German Government was redeeming them at the rate of 15 cents on the dollar. Present holders *may* get a little indemnity from reparations.

When all is finished, it is not unlikely that more than one American investor will not be too happy about the day he decided to shovel money into the German hopper.


# HIS WORTH TO YOU

You probably can think of a variety of business losses that might come to you if your partner, or a key man, should die. Such losses can be covered with insurance on his life.

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**YOUR BUSINESS PARTNER**

**WHAT IF HE DIED?**




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*means anything . . .*

*Consider* **ST. JOSEPH**

War industries HAD to move from overcrowded industrial areas. Peace industry SHOULD move for more efficient operation.

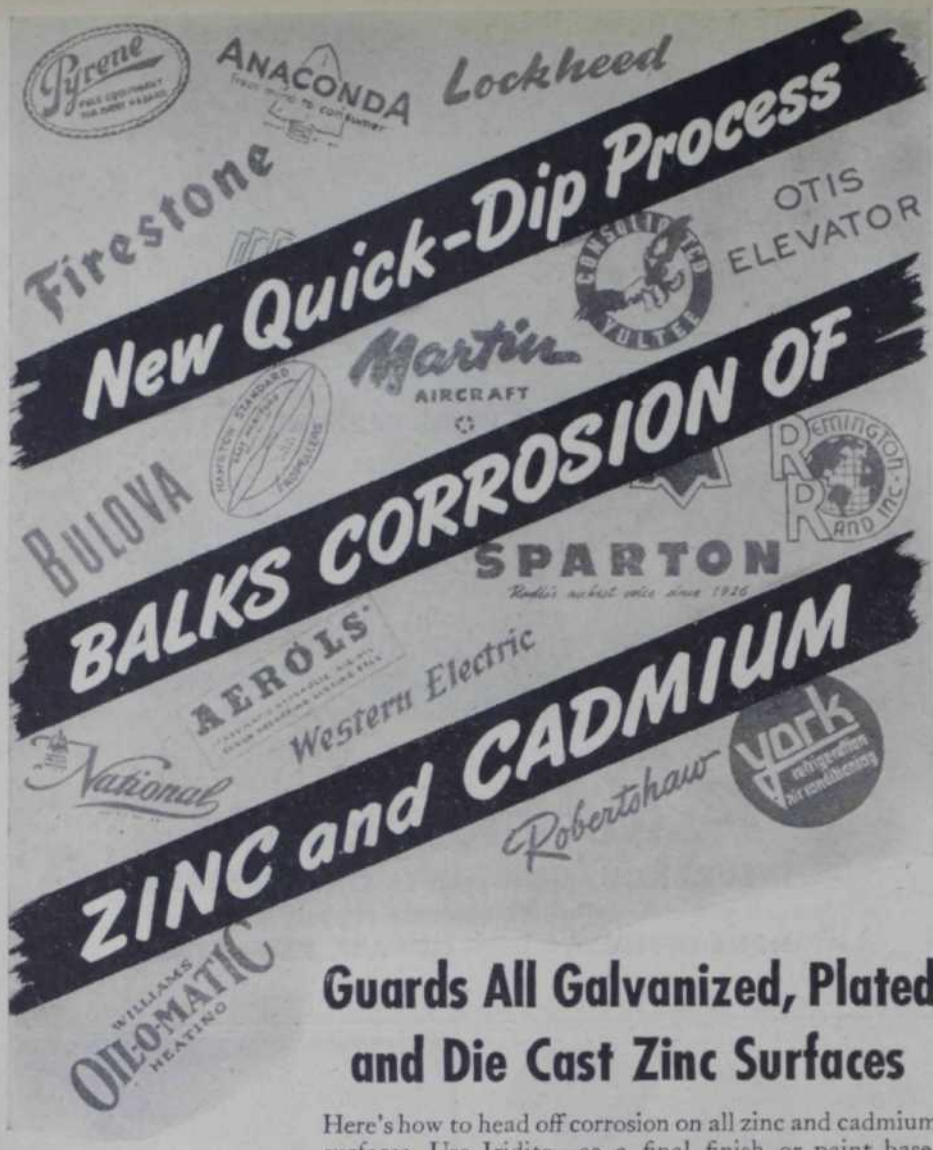
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3 **To reduce costs:** Consider using galvanized metal, plus Iridite, in place of more expensive materials.



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# Our Isolationism: Fact—or Fiction?

*(Continued from page 66)*

The sequel to Chapultepec is set for Rio de Janeiro Oct. 20. It is the only wartime regional organization and is officially called "Inter-American Conference for the Maintenance of Peace and Hemisphere Security." It is distinct from the Ninth Conference of American States, scheduled for Bogota in 1946.

### Internationalist in peacetime

THIS country's international record, however, does not depend on its wartime activities.

Figures for the five years preceding 1940, compiled from records of the State Department, answer any charges that this country ever has been isolationist. Nor do these tabulations include hundreds of private international organizations, such as the International Red Cross and religious, trade and professional groups in which the Government is not represented; or working agreements, as the International Ice Patrol, Fur Seal and Fisheries conventions and others; or bilateral conferences and cooperation with single nations.

### Hundreds of meetings

THE United States participated in 351 international congresses or conventions during the five years, took part in 32 world expositions, was a member of 29 permanent commissions or international organizations and of 22 permanent international bodies where our Government was represented by civilian members.

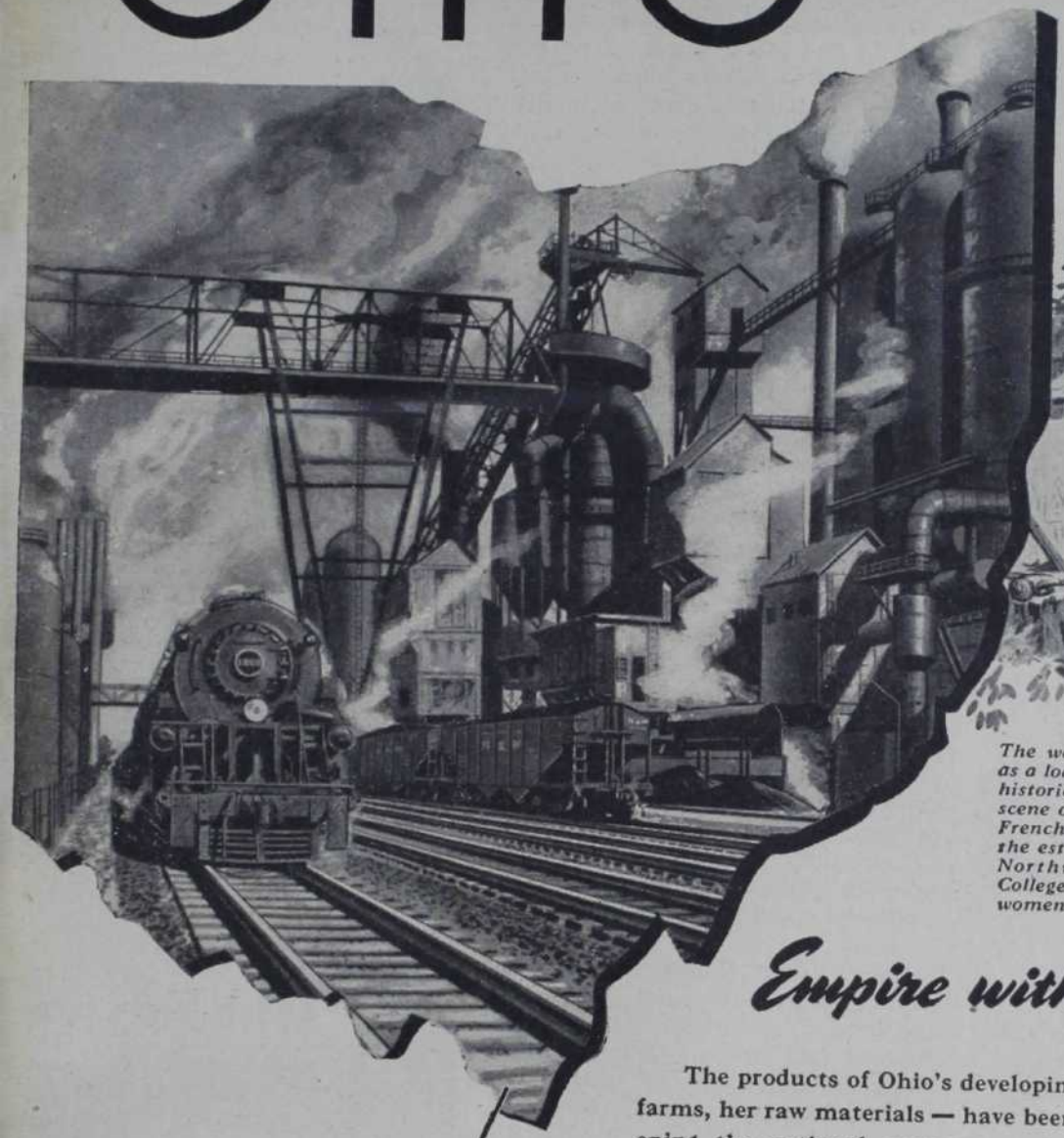
The international congresses discussed 137 different subjects, almost the gamut of human activities. Many were lively shows as well as world shaking in importance. Most of the delegates from 42 countries who attended the seventh triennial World Poultry Science Association meeting in Cleveland in 1939 brought along their live birds and Congress contributed $100,000 toward its success. The minutes of many of the old-time international organizations close on a tragic note when, not anticipating the war, they set their next meetings, three, four or five years later, for Berlin, Peking, Paris, or Warsaw.

Those who mourned the United States as isolationist because it was not in the League of Nations now have their answer in the United Na-

# OHIO

Ohio always has been a land of builders — people who keep their eyes on the future while enjoying the richness of the present. The spirit of enterprise that exists in Ohio, the friendliness of its people and the vast natural resources of the State invite the investment of new capital.

Frank J. Lausche
Governor of Ohio





*The wealth of "the Ohio country" served as a lodestone even in the days of the prehistoric mound builders. Later it was the scene of many of the engagements of the French and Indian Wars which resulted in the establishment of boundaries in the Northwest Territory. Ohio's Oberlin College was the first in the world to admit women on equal terms with men.*

## *Empire within an Empire*

The products of Ohio's developing resources — her factories, her farms, her raw materials — have been important factors in strengthening the national economy, and speeding America's war effort. Manufacturing, mining, and oil are among the chief interests of progressive Ohio. Iron and steel, rubber and machinery industries operate on a large scale. "An Empire Within An Empire," Ohio is a large producer of limestone and clay products, gypsum and salt. Meat packing is extensive. Vast quantities of corn, small grains, soya beans, vegetables, hay, tobacco, fruits, livestock, and livestock products are produced. In normal times, there is ample labor. Ohio's north central location and great store of raw materials and resources make the State attractive to industry.

The Norfolk and Western Railway and its predecessor lines have served the great Buckeye state for 69 years. "Precision Transportation," the Norfolk and Western's fast freight and passenger service between Cincinnati and Columbus and the Virginias and Carolinas connects Ohio with the famous Port of Norfolk, Va.

For information on post-war industrial sites in progressive Ohio, write: Industrial and Agricultural Department, Norfolk and Western Railway, Roanoke 17, Va.




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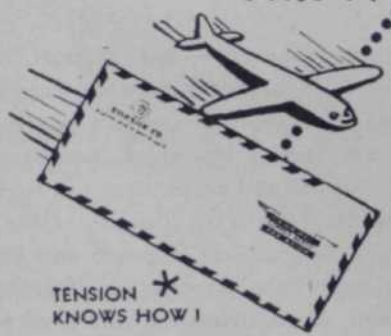
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tions organization which emerged in San Francisco. Contrary to a frequently expressed opinion, it is not a superorganization to end all world organizations. Its field is limited to security and maintenance of peace.

The United States is an official member of almost as many permanent Pan American organizations as of international organizations.

The United States entered Inter-American conferences in 1889, when it was host to 17 countries in Washington. The session lasted six months.

As to the argument that Congress is provincial minded, the number of permanent international and Inter-American organizations in which the United States is a member and the millions which successive Congresses have appropriated for their support and for participation in congresses and conventions on every conceivable subject of world interest show that the United States never was isolationist and that Congress has not been an obstacle to international cooperation.

## Congress' discussion is open

FROM the broad standpoint of democracy, the outstanding merit in giving Congress a voice, even if only through the purse strings, on our participation in world organizations, is that their purposes and activities are discussed openly and the public is informed.

Discrediting Congress has been popular in recent years. It has been encouraged by certain officials whose policies and actions may be questioned in committees or on the floor. Congress is the forum of the nation. Without its inquiries and debates, the public might not be informed until the nation was committed to an international policy and, as has happened during the war, possibly not then. Congress has the same restraint on officials ambitious to promulgate rules and regulations for our citizens at home. So long as we have public discussion, Congress and the courts can squelch the enthusiasts who itch to tell the people how they must live.

Doing things the hard way is the price for democracy. Waiting while Congress debates and public opinion crystallizes is also a slow way but it is a tried and safe way which made the nation strong for final victory in the greatest war in history.

Democracy does not make decisions with the speed and finality of which dictators boast. Their efficiency flashes in the sky and is gone while democracy plods along with the people who are the state, each one a dictator of his own destiny.


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*You may not be able to put your finger on Mercury*

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This hand has captured the illusive power of Mercury. It has tailored and compounded its molecules in the Puratized Laboratories to create formulas that give lasting and effective protection against *fungus* and *bacteria* in textiles, cutting oils, paper, paints and agriculture. It has presented your Army with a means for saving millions of dollars worth of materiel and supplies . . . has served to protect millions of yards of military fabrics from the ravages of mildew.*

And so this hand, which has been so important to your fellow countrymen at war, will *now* welcome them home . . .

With new scientific developments for a more healthy and economical living . . .

With new opportunities for *making* a future in the kind of America for which they fought so gallantly and so well.

• • •

**The Puratized formulas are now available for the treating of consumer fabrics, paper, cutting oils, paints and for the protection of agricultural produce. Inquiries are invited.*

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**GALLOWHUR CHEMICAL CORPORATION**

**New York 17, N. Y.**

# Our Stake in the Future

By PRISCILLA HUNT



RICHARD GALBREATH

PRIVATE ENTERPRISE in America is in danger. Business system was the deciding factor in shaping the destinies of our ancestors; our fathers and mothers are the people they are because of the business system under which they lived. Our future, our success or failure, employment or unemployment, will be molded by the American method of business.

When man slaved under the dominance of feudal lords and was bound to the station of life into which he was born, there was little incentive to do his appointed work more quickly, more effectively, or more satisfactorily than it had been done by his many predecessors. Why should the worker of the Middle Ages attempt outstanding or original achievement when he could not hope to benefit from his achievement personally? This was the philosophy that chained mankind for centuries. This was the business system which prevented human progress for so long.

## Economic freedom and progress

WHEN man won his economic freedom, the human race resumed progress. This economic freedom was the freedom of enterprise through which a man could advance individually and benefit from every increase in his production, every improvement in his methods.

Although the system of private enterprise has developed and changed, the principle of the system remains the same. Has this system, which seemed so promising in its early stages, proved itself beneficial?

The men and women who founded our nation believed that the government which governed least, governed best. Therefore, American business was unhampered; enterprise was free. Their policy proved itself sound. The great broad prairies were spanned by railroads, mineral resources were discovered and utilized, vast stretches of farmland began to yield abundant harvests. The country grew and prospered. The promise of America was unfolding under the private enterprise system.

The standard of living of our country is the wonder of the modern world. Nowhere else do so many people live in such comfort and security. Not only are we Americans possessors of the necessities of life, but we are also blessed with unheard-of labor-saving devices and luxuries. The new immigrant gazes in open-mouthed wonder at the fortunate Americans around him who seem to have heaped upon them all the things that change life from a miserable struggle for existence to a state of happiness and content.

Why do we Americans take for granted such blessings as electric stoves and refrigerators, automobiles, moving-pictures and the radio? Soon we will possess helicopters, radios equipped with television, new plastics, and many more miraculous inventions. And each American is planning a larger home, a more expensive automobile, extensive travel, and more complete education for himself and his family. Surely, the glorious history of America proves that unhampered business accomplishes wonders, that free enterprise promotes rapid progress and maximum benefits for the common man.

Yet we stand on the threshold of a new and far more complex postwar world. We must realize that, because of recent governmental control of business resulting from gigantic war production, private enterprise is seriously endangered.

To enable us to make the transition from war production to peacetime industry, many vigorous new businesses will have to be created. Unless we follow the policy of free enterprise which has served America so well in the past, we cannot hope for a prosperous postwar period. The wartime taxation system and governmental control of business must be discontinued if small enterprises necessary for full employment and national prosperity are to survive.

Our American enterprisers must be willing to take risks if we wish to avoid depression and serious lowering of the standard of living. The young

## Winning Essay

NATION'S BUSINESS publishes this essay because it represents sound thinking on the part of the younger generation. Written by a senior at North Side High School, Ft. Wayne, Ind., it is one of the prize winners in a contest sponsored by the National Policies Committee of the local chamber of commerce to stimulate interest in national and international affairs.

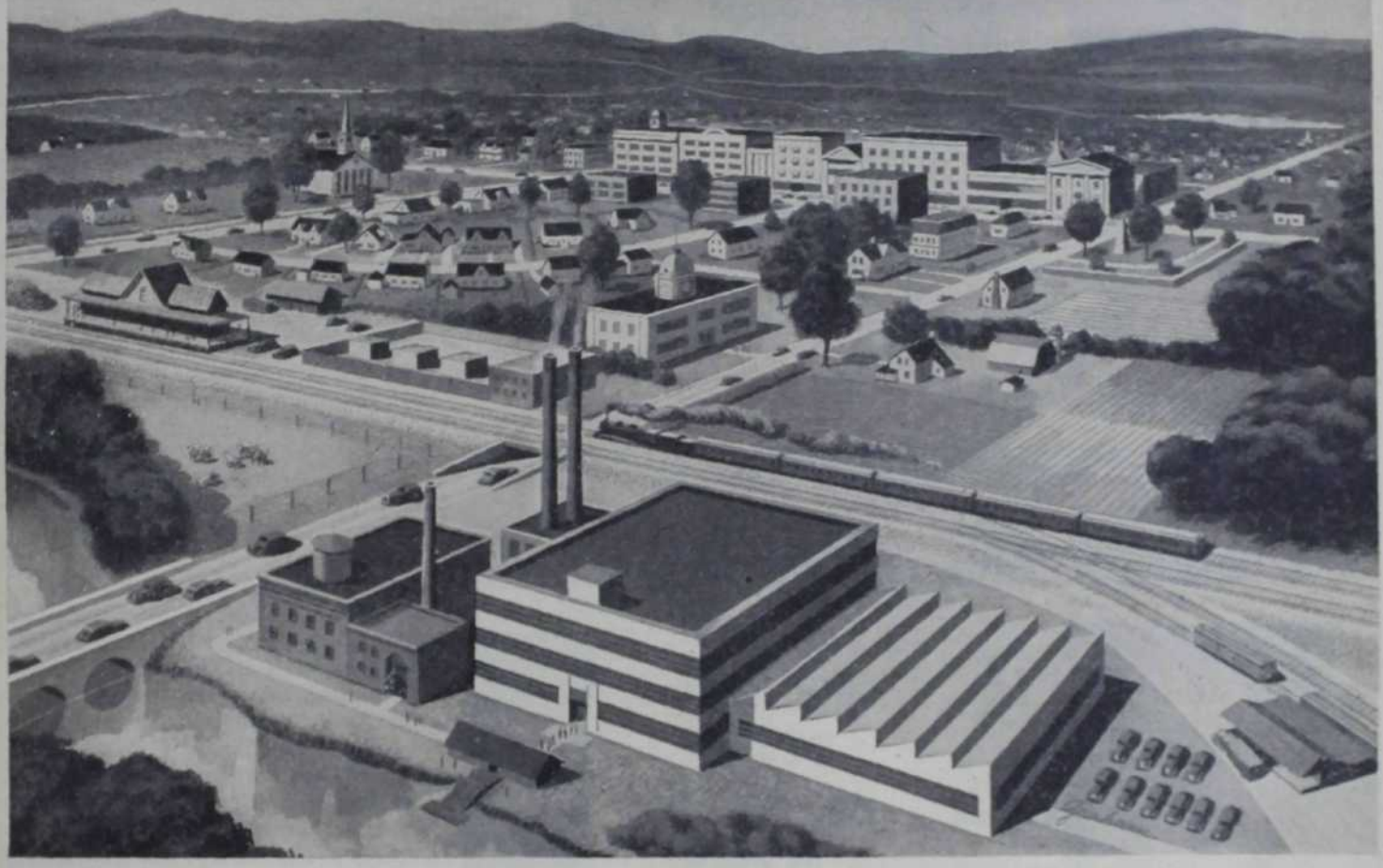
Said Earl S. Ward, executive secretary of the Ft. Wayne Chamber, after reading over the entries submitted by the teenagers:

> "If you have any doubts about the future of the country, all you have to do is to turn your eyes and ears to the kids who are coming up through the schools, and you will feel as we do that they are well equipped to preserve our American traditions and handle the problems with which the country is faced."

*To the Executives of*

# THE LARGER BUSINESS IN THE SMALLER COMMUNITY

*and their Bankers*



IF your company is planning post-war business *on an expanding basis,* the desirability of making a banking connection of equivalent scope *now* may be important to you.

Such a connection will not interfere with your present banking relationships. On the contrary, it should supplement them and prove to be of considerable assistance to you, not only now, but also in the days of change and unforeseeable business opportunities that lie ahead.

Many of our customers are companies that do business with us *through* their local banks, which are also valued depositors—and on that basis of entire mutual confidence, we invite discussion with forward-looking business executives and their bankers.

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man with his invention or the industrious laborer with his new process must take chances on the strength of his own ingenuity and capabilities. Such risk-taking will certainly not be attempted if, because of governmental taxation and control, there is no hope for personal profit.

We must make a definite choice between private enterprise and state capitalism; there can be no compromise, because private enterprise never has been able and never will be able to compete with public enterprise.

### Private enterprise will work

IF WE wish private enterprise to survive, certain guiding principles will have to be upheld. If business accepts its responsibility to the public, to consumers, to laborers, to capitalists—if capitalists will compromise with other groups so that the whole nation can accept its responsibility for making our business system work—if scientific experimentation in industry is continued so that we will have new productive processes, new resources, and such discoveries are made to benefit all—if owners take measures for conservation of mines and forests—if employers protect the health and morale of employees—the private enterprise system will work and America will progress to new prosperity in the postwar world.

We Americans have great traditions, traditions of which we are proud, traditions which must be upheld. Remember the great American epic of the poor boy who wins fame and fortune through talent, hard work and self-sacrifice, the story of the Henry Fords and the Andrew Carnegies? America has earned a reputation as the land of opportunity. Thousands of ambitious immigrants have flocked to our shores seeking a chance for advancement.

Many were disappointed, but those with ability, aided by hard work, achieved their ambitions. In these tales of greatness won against material odds, in the success stories of deserving citizens, America achieves greatness.

American youth, conscientious, capable and sincere, must always be able to advance to the limits of its ability. That is the essence of private enterprise and the essence of democracy.

Such a system has served America well. We must not trade it for a tax-supported, governmental controlled, planned economy which will bring with it the death of individual initiative.

# A Quiet Power Under the Throne

*(Continued from page 38)*

to say of this period is that he had little money and a pair of thin French kid shoes. A transportation strike and a snowstorm coincided in Paris and he suffered like hell.

The Baltimore *Sun* engaged him to cover the sink-the-Navy conference at Washington. His work sustained the excellent reputation he had made at Paris and attracted the attention of Dr. Harold G. Moulton of the Brookings Institution. Dr. Moulton wanted a good man to collaborate on a book to be written on the Russian indebtedness and Pasvolsky was a natural.

He had a grasp of economics, he wrote and spoke Russian fluently, he had many friends in the banking world, and he had had close relations with the Institution which had financed some part of his travels through Europe. The book was published, had a critical success, and definitely established Pasvolsky as a serious writer on economics.

## International trade study

IN 1934 the Department of Commerce tapped him to make a study of international trade agreements. His conclusions interested Cordell Hull, who was at the time devoting most of his time to formulating his world-trade plans. In 1935 Mr. Hull called him to the State Department. In 1936 Pasvolsky became Chief of the Bureau of Special Political Affairs.

He was—forgive this undiplomatic language—shot with luck.

Under ordinary conditions he could never have reached this eminence. He had no senators, congressmen or big city bosses to back him. His new post was one of the top prizes in the Department. He got it because Cordell Hull was not a pleasant man to cross when really interested, and because Leo Pasvolsky was then too inconspicuous to be feared. He began to go up in power. Secretary Hull was interested in the international phases of his Department, as they touched world trade.

Dr. Pasvolsky had studied international politics all his active life. Mr. Hull often left these other things to Pasvolsky's decision—as his associates see the facts—and ok'd them in full confidence. Sometimes Pasvolsky's apparent opposition was designed to bring out the opinions of




# INSURANCE CALENDAR




**On October 14, 1943,** the Allies, in a spectacular bombing raid on the ball-bearing plants in Schweinfurt, Germany, dealt a crippling blow to the Nazi war machine. Equally effective have been the unremitting efforts of insurance companies like the Fire Association Group to reduce fire hazards throughout the United States. This has resulted in Property Insurance rates being lowered until today they are 40 per cent less than in 1914.

1945—OCTOBER *hath* 31 *days* *"Is that train trip necessary?"*

## ASTRONOMICAL CALCULATIONS

EASTERN STANDARD TIME

| OCT. | Latitude +30° | | Latitude +35° | |
|---|---|---|---|---|
| | SUNRISE | SUNSET | SUNRISE | SUNSET |
| 1 | 5:53 | 5:46 | 5:54 | 5:45 |
| 6 | 5:56 | 5:40 | 5:58 | 5:38 |
| 11 | 5:59 | 5:34 | 6:02 | 5:31 |
| 16 | 6:02 | 5:29 | 6:06 | 5:25 |
| 21 | 6:06 | 5:24 | 6:10 | 5:18 |
| 26 | 6:09 | 5:19 | 6:15 | 5:13 |
| 31 | 6:13 | 5:15 | 6:19 | 5:08 |

| OCT. | Latitude +40° | | Latitude +45° | |
|---|---|---|---|---|
| | SUNRISE | SUNSET | SUNRISE | SUNSET |
| 1 | 5:56 | 5:43 | 5:58 | 5:42 |
| 6 | 6:00 | 5:35 | 6:04 | 5:33 |
| 11 | 6:06 | 5:27 | 6:10 | 5:24 |
| 16 | 6:11 | 5:20 | 6:16 | 5:15 |
| 21 | 6:16 | 5:13 | 6:23 | 5:06 |
| 26 | 6:22 | 5:06 | 6:30 | 4:58 |
| 31 | 6:28 | 4:59 | 6:36 | 4:51 |

| OCT. | Latitude +30° | | Latitude +40° | |
|---|---|---|---|---|
| | MOON-RISE | MOON-SET | MOON-RISE | MOON-SET |
| 1 | 1:33 | 3:33 | 1:09 | 3:54 |
| 3 | 3:28 | 4:46 | 3:14 | 4:57 |
| 5 | 5:17 | 5:47 | 5:13 | 5:48 |
| 7 | 7:02 | 6:47 | 7:10 | 6:36 |
| 9 | 8:49 | 7:52 | 9:06 | 7:33 |
| 11 | 10:37 | 9:11 | 11:03 | 8:44 |
| 13 | 12:25 | 10:50 | 12:54 | 10:21 |
| 15 | 2:03 | ..... | 2:29 | ..... |
| 17 | 3:29 | 1:51 | 3:44 | 1:33 |
| 19 | 4:48 | 4:03 | 4:50 | 3:59 |
| 21 | 6:07 | 6:22 | 5:56 | 6:30 |
| 23 | 7:38 | 8:43 | 7:15 | 9:04 |
| 25 | 9:27 | 10:57 | 8:58 | 11:26 |
| 27 | 11:26 | 12:49 | 11:01 | 1:15 |
| 29 | 12:25 | 2:13 | 12:04 | 2:32 |
| 31 | 2:18 | 3:20 | 2:08 | 3:28 |

To obtain local times of sunrise and sunset: for longitudes other than the standard time meridians (i.e., 75°, 90°, 105°, and 120°, for Eastern, Central, Mountain, and Pacific Standard Time), decrease the time four minutes for each degree east of the standard meridian, or increase the time four minutes for each degree west of the standard meridian.

1—M.—1890, McKinley tariff bill became law.
2—Tu.—1889, 1st Pan-American Congress opened.
3—W.—1656, Miles Standish, colonist, died.
4—Th.—1777, Battle of Germantown, Pennsylvania.
5—Fr.—1905, Wright brothers 1st long distance flight.
6—Sa.—*New Moon, 12:22 A.M., E.S.T.*
7—Su.—*Is your plant coverage adequate? See your Insurance Broker or Agent today.*
8—M.—1890, N.Y. Central opens N.Y.C. to Albany Line.
9—Tu.—*Fire Prevention Day in many States.*
10—W.—1845, U.S. Naval Academy, Annapolis, opened.
11—Th.—1890, D.A.R. founded, Washington, D.C.
12—Fr.—COLUMBUS DAY
13—Sa.—1943, Italy declared war on Germany.
14—Su.—*First Quarter, 4:28 A.M., E.S.T.*
15—M.—1944, Nazis occupied Budapest.
16—Tu.—1943, Chicago's first subway opened.
17—W.—1918, Motorless Sunday law rescinded.
18—Th.—*You've never been able to buy Property Insurance at lower rates than now.*
19—Fr.—1943, Hull-Eden-Molotov met in Moscow.
20—Sa.—1926, Cuba hurricane, 600 killed.
21—Su.—*Full Moon, 12:32 A.M., E.S.T.*
22—M.—1883, N.Y. Met. Opera House opened.
23—Tu.—1845, Sarah Bernhardt, actress, born.
24—W.—1931, George Washington Bridge, N.Y. opened.
25—Th.—1415, Battle of Agincourt.
26—Fr.—1825, Erie Canal opened.
27—Sa.—*Last Quarter, 5:30 P.M., E.S.T.*
28—Su.—*Fire Association Group enjoys an enviable record for adjusting all claims promptly and fairly.*
29—M.—1940, 1st Selective Service name drawn.
30—Tu.—1768, 1st Methodist Church in U.S. dedicated.
31—W.—Hallowe'en.

**OBSERVATION** *for* **October:** Because building costs are today much higher than before the war, property insurance coverage based on pre-war replacement costs is likely to be inadequate.

**MORAL** *for* **October:** When to *know* is easy, to *guess* is unwise . . . phone your Agent or Broker today.

PROPERTY INSURANCE
Fire-Automobile-Marine

# FIRE ASSOCIATION GROUP

*Fire Association of Philadelphia*
*The Reliance Insurance Company*
PHILADELPHIA

*Lumbermen's Insurance Company*
*Philadelphia National Insurance Company*
PENNSYLVANIA

SYMBOL OF SECURITY SINCE 1817



**NORTH CAROLINA – STATE OF *Progress!***

With an unpleasant job behind us, North Carolina turns from the destruction that is war to the arts of peace to again devote its full energies toward the building of a more progressive economy. Few states can equal the record achieved by North Carolina in the past two decades. In commerce, in industry, in agriculture; in education, in government and in social progress, the Old North State enjoys a justly earned reputation for being *"out in front."*

The future beckons with potentialities far greater than anything achieved in the past. A state of vast resources populated by a progressive and friendly people spells opportunity unlimited for North Carolina.

The Seaboard Air Line Railway, like North Carolina, made its full contribution to the winning of the war. As an integral part of North Carolina, the Seaboard joins its friends and neighbors of this great state in the call . . . *"Back to Progress."*

**SEABOARD**

**AIR LINE RAILWAY**



**Buy more WAR BONDS!**

**THROUGH THE HEART OF THE SOUTH**

*If you want a reprint of this advertisement in full color, write Seaboard Air Line Railway, Norfolk 10, Virginia.*

associates. Soon the Doctor became the barrier between Secretary Hull and the world. Mr. Hull was even then not at all well, and Pasvolsky's services were invaluable.

Papers were written, signed by Secretary Hull. As is the departmental custom in all departments these were the product of collaboration and reduction. The next to the final draft is submitted to the putative author. He reads, edits, makes corrections, is corrected, and finally the last draft is completed. In Mr. Hull's case it bore the marks of Pasvolsky's graving chisel and polishing tools. Everyone was satisfied. Those who were not, if any, kept quiet. There would have been singularly little nutriment to be found in attacking Mr. Hull's right-hand man.

In addition to that:

### Used facts and persuasion

DR. PASVOLSKY had facts at his fingertips. He never antagonized his associates if he could help it. He was persuasive as a Philadelphia lawyer and he was determined—a shorter word is stubborn—in his attitude. A group outside the State Department conceived the idea of a world agreement among the nations for the preservation of world peace when the war ended. They had worked it out in considerable detail when Dr. Pasvolsky heard of it. It is not certain whether it was submitted to him and his working partners in the Department—the more important of whom would be Adolf Berle, James M. Dunn and Robert Murphy—but it at least came into their hands. No outside group had a chance against them.

Then Secretary Hull's health compelled his retirement and Edward Stettinius was named as Secretary of State.

Dr. Pasvolsky became his trusted admirer.

It was an entirely natural development. Stettinius' previous contacts with world politics had been almost entirely with lend-lease. They had been extremely pleasant and entirely friendly. Dr. Pasvolsky could provide the dash of cynicism needed.

The draft of what was to be the San Francisco Charter began to take shape. It is not possible to say how much of that document originated with Dr. Pasvolsky, because it went through many mutations before it reached the West Coast and others were imposed there. It can be said with assurance that it bore Pasvolsky's marks. When the formal committee meetings and assemblies had been concluded it was observed that



# *Meet the Advertising Manager of the United States*

Strictly a wartime job, of course, and at no extra pay, millions of American soldiers in foreign lands have been doing one of the greatest *national* advertising jobs in history!

These men have been displaying the power of American production. They have exhibited American-made goods and equipment where they have never been shown before—unconsciously building up a world-wide demand for these goods.

American industry, through sound planning based on accurate information, will be able to reap the benefits of this tremendous *advertising* job. That's where the Chase Foreign Department can help. For, through the facilities of branch offices and correspondent banks *all over the world,* the Chase is a reliable source of the authoritative information necessary to successfully engage in foreign trade.

To make specific plans now, we suggest that you arrange for an early conference with one of our Foreign Department officers.

## THE CHASE NATIONAL BANK
### OF THE CITY OF NEW YORK

*Member Federal Deposit Insurance Corporation*

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New, handy unit copies anything —Saves time, money, labor!




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he had been in on every important meeting.

He was made the chairman of the Committee on Preparation and in the closing days he became chairman of the Committee on Coordination and went through the Charter, line by line and comma by comma. He worked his committee 49 hours in three days and worked alone in the intervals. This was at the close of an extremely toilsome conference which had lasted nine weeks, almost to the hour.

### Explained the charter

HE stayed in San Francisco to clear up odds and ends, slept on the Pullman coming home, and almost immediately followed Secretary Stettinius before a Senate committee. One senator said:

"If we do not know what it was all about after having listened to Pasvolsky we never will know. He is about the only man I know who understands it all."

The cross-examination ran to eight hours in two days, and every member congratulated him.

He believes that the world did not understand what it was getting into after the First World War. He hopes it understands now. He thinks that, if it has not yet learned its lesson, a Third World War is inevitable.

One of these days he hopes to return to the Brookings Institution for a period of writing and study. He has maintained a more or less nebulous connection with this great fact-finding organization ever since he first joined it. He will be welcomed.

## Factory Tours

CONDUCTED tours through nearby industrial plants rank high among the most popular forms of entertainment for convalescent service men, the Red Cross reports. Such tours are arranged by Red Cross Camp and Hospital Councils in cooperation with military hospitals.

The trips usually take a day and, in most instances, the men are treated to lunch in the plant cafeteria. Transportation is provided by the Army and the Red Cross hospital staff. A Camp and Hospital Council worker, a member of the Red Cross hospital staff and often a medical officer accompany the visitors.

Recent tours have included glass factories, frozen food processing plants, shell manufacturing concerns, aircraft companies and newspapers as well as some types of farms.





A famous "landmark" of St. Louis, Mo., since 1874.

There Are Many Bridges but Only One Eads Bridge

AMONG THE MANY DRINKS *There's Only One*

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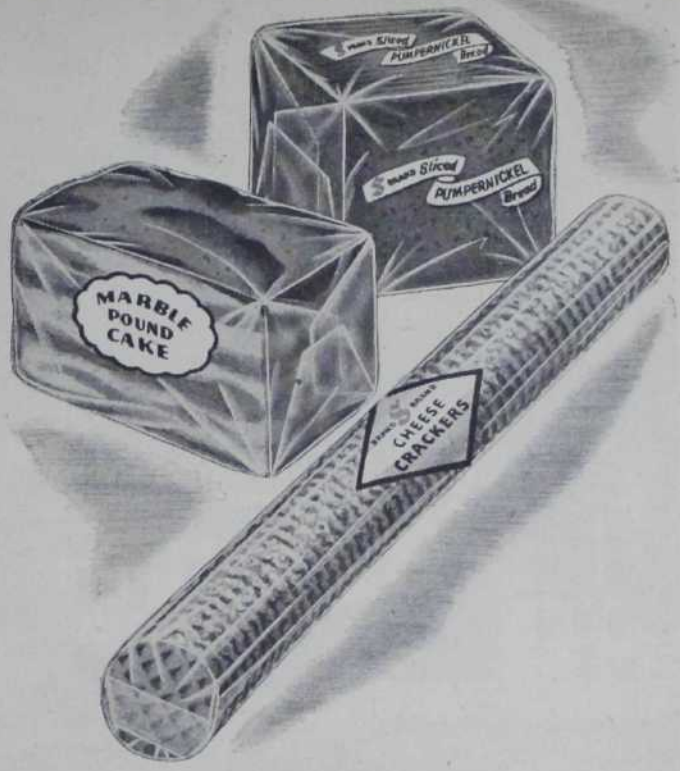
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# Where College and Industry Meet

By GARLAND R. FARMER

**BY lending its facilities to research work and special services for business, this University helps develop the state's resources**



Main building at Texas U which cooperates with small business



Pottery made from local clay at Texas University where a course in ceramics is soon to be established. Left: Forrest K. Pence, director of the Ceramics Laboratory

COLLEGES and universities have been working more and more with industry in recent years, but such cooperation is an old story at the University of Texas where new and modern methods have kept pace with the fast-changing scene.

Not long ago a business man with capital to invest called one of the faculty members at the University on the phone and explained his problem.

"Yes, sir," came the reply, "I think we have just the thing for you—ceramics!"

"Ce . . . ee—what?"

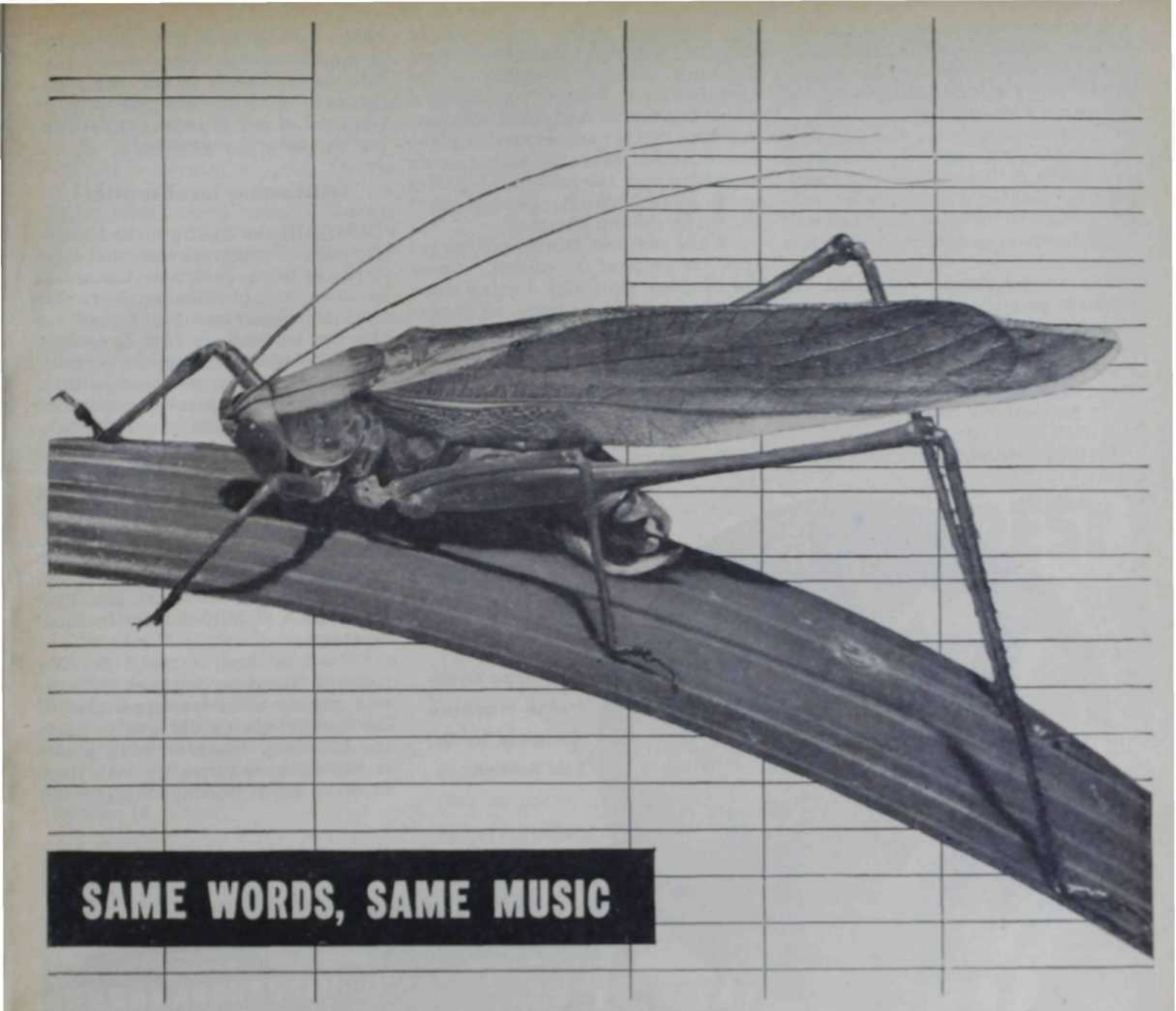
"Ceramics—clay products—pottery, brick, tile and china. We have all the needed data, and this is a field in Texas which has hardly been scratched."

"O.K.," replied the business man, "tell me all about it, good and bad."

"That is hardly possible over the phone," the faculty member laughed, "but I can have the whole story in your hands by mail in a few days."

The business man, who expected some sketchy bits of information, was surprised to find how complete the data was which he received.

He learned that, although his state



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MOORE RESEARCH & SERVICE CO., INC., NIAGARA FALLS, N. Y.
SOUTHERN BUSINESS SYSTEMS, INC., ORLANDO, FLA.
MOORE BUSINESS FORMS, INC. (New Southern Div.), DALLAS, TEX.; ATLANTA, GA.
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**MOORE BUSINESS FORMS, INC.**

has an abundance of ceramic raw materials coupled with the ideal fuel—natural gas—it stood near the bottom of the list of ceramic manufacture as compared with other states.

The University's file also disclosed that abundant clay deposits exist over much of Texas, some being suitable for making common brick, others for fine white brick, floor and wall tiles, tableware, china and porcelain ware.

The survey further reminded the business man there are three cornerstones to the ceramic business, aside from raw materials, namely, fuel, labor and market. Enclosed was a map showing locations of suitable fuels, particularly natural gas fields; also data about labor.

On the potential market, the University presented figures which showed that the state buys almost three times as much ceramic products as are manufactured within its borders, which is a fertile field itself. The survey went further and showed that the entire nation does not manufacture anywhere near the millions of dollars worth of finished clay products purchased by its own citizens.

"Why, the possibilities go far beyond the scope of my capital," mused the business man. But digging down into the material, he found an answer to this problem, for the University had sent him an outline of its "Investors' Institute."

In this service to prospective investors, the University takes the stand that no state should adopt an industrialization program that is based on attracting firms and investors from other parts of the nation.

"That is a form of robbery, or robbing Peter to pay Paul," says Dr. E. P. Schoch, scientist at the University. "We prefer to educate the capitalists of our own state, through our Investors' Institute, of the need of our citizens for developing our natural resources."

## Attracting local capital

THROUGH the Institute the University expects to attract more and more local capital to such new businesses as chemicals, plastics, crude rubber from petroleum and gas. It believes this can be done—in fact, is already doing it—by providing the investor with knowledge of the technical facts involved and of market conditions and possibilities.

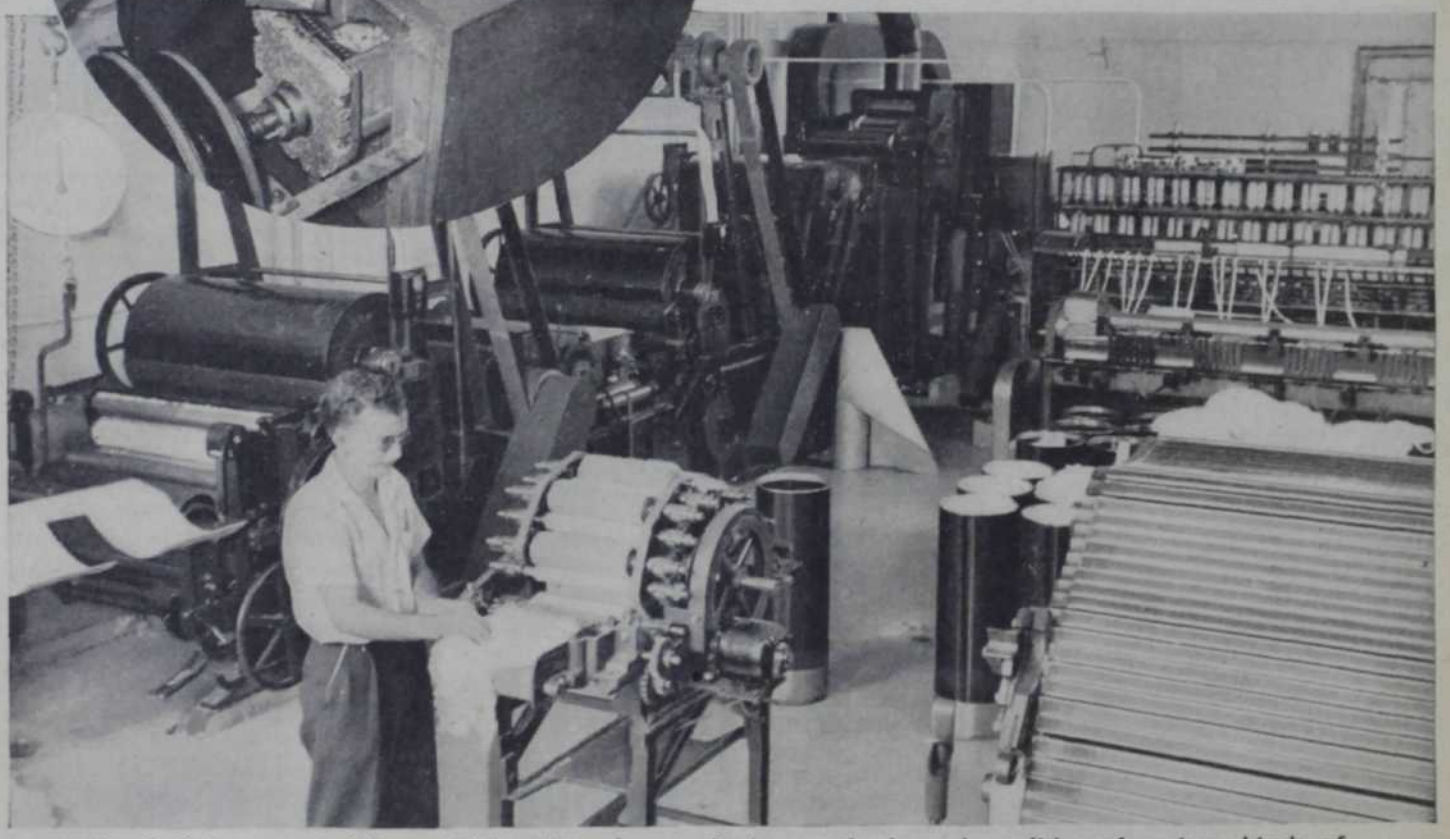
This example of how the University of Texas helped one business man get a picture of a promising field is typical of what has been done by this school since as far back as 1927, when its Bureau of Business Research first opened as a public service. Dr. A. B. Cox, its director, has long served as a "family doctor" to small business.

"When we first started," Dr. Cox told me, "the dairy business in Texas was greatly underdeveloped. One of the first things we did was to go to the few dairy manufacturing plants in the state, and arrange with them to serve as a clearinghouse for as-

ELWOOD M. PAYNE



**New type flash-freeze machine designed by Dr. Luis Bartlett**



**Textile laboratory of Texas University where spinning methods and qualities of various kinds of cotton are tested, and where research is carried on to strengthen cotton and find new uses for it**

sembling and analyzing data to keep them informed with the best and latest facts about their business. We believe this has been an important factor in the spectacular development of the dairy industry in Texas."

Another service supplied by Dr. Cox and his co-workers, and one highly prized by business, is monthly information on gross sales, credit sales, collections, cost of sales and other current data needed by the retail credit man.

"In still another field," Dr. Cox continued, "we conduct a service for cotton merchants, in which they report weekly and semimonthly on sales of cotton by qualities, destinations and months of shipment. These facts are compiled, as are all others, into total figures with no data of individual firms being published. It is all handled through code, so that each firm is given the experience of the entire group, and thus gets a check on how it is getting along in its particular business."

Dr. Cox's services are not confined to the people of Texas, for in addition to the above program for cotton merchants, his Bureau of Business Research receives a wide range of requests for information from firms and individuals outside the state who are interested in the potentialities of their types of manufacture or other business in Texas.

## Good places for factories

"SOME months ago," Dr. Cox gave a good example, "I received a letter from a poultry feed manufacturer in Iowa. He said he expected to build a factory in Texas and wanted to know the best place to locate it.

"Of course, we do not attempt to answer such a question directly, but we did send him information showing the location of the poultry industry in our state, both from the viewpoint of producing friers and broilers, and from the viewpoint of egg production, total poultry population, and areas of feed production, especially corn and maize; also the location of the grain milling industry.

"For good measure, we added figures about the points of origin of car lot movements of poultry and eggs out of or into Texas.

"After getting this information the inquirer wrote back that it was just what he wanted, and he now knew exactly where he would locate his new plant."

One of the greatest contributions by the University of Texas to business men during the war was the training of technicians and special-






*Cut Costs—Speed Mail with the*

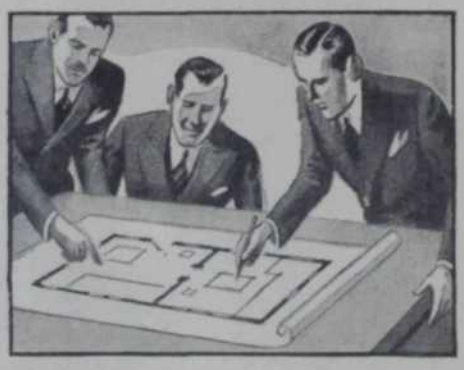
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ists for industry to turn out the tools of mechanized warfare.

About 40,000 men and women were trained in more than 1,100 courses, known as the Engineering, Science, Management and War Training Program at strategic points throughout the state.

The petroleum industry being one of the greatest in the state, the University of Texas has worked very closely with it since the opening of its Department of Petroleum Engineering back in 1930, the year in which the gigantic East Texas oilfield came roaring in.

### Help for petroleum wells

A UNIQUE contribution made to this industry by the University's Bureau of Economic Geology is the reinjection of salt water into the earth after it has served its original purpose of providing pressure for lifting oil from thousands of feet below the surface.

Formerly this lifting power was lost forever once the water came above the ground. Too, the saline solution was a hazard to nearby crop lands and streams.

It took a number of years to work out the re-injection program, but it will be the means of recovering millions of additional barrels in the future life of this and other oil fields.

The "Schoch process" of obtaining acetylene from natural gas by the electric discharge method, developed by Dr. E. P. Schoch in the University's research laboratories, has been given wide publicity but unfortunately some of the stories were more sensational than true. One claimed this important discovery would give the nation an ample supply of synthetic rubber. Naturally it has not turned out that well, but a number of industrial plants of Texas thought enough of the process to make grants of $176,000 to underwrite further research.

Dr. W. R. Woolrich, dean of the College of Engineering at Texas University, directed research work in several southwestern states for the war effort, and his researchers have big plans for the future, most of which are planned to help industry. Haphazard methods for this program are definitely out, according to Dr. Woolrich who is also director of the Texas Commercial and Industrial Research Council.

"A healthy nation," says Dr. Woolrich, "must have small varied industries operated on a wide front of activity, but if they operate without




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For many years International Crawler Tractors have proved their power and their unbeatable economy. Their reputation rests on thousands upon thousands of jobs of construction and reconstruction for industry and agriculture.

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THERE ARE jobs by the thousands to be done—highways, airports, bridges, dams, housing, farming, flood control and railroad maintenance; jobs in forests, mines and oil fields; jobs in big cities, towns and villages. All of these jobs will be well done when they're done by rugged, dependable, economical International Crawler Tractors, Wheel Tractors and Power Units.

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*It's a Great Railroad*


research, their activities will eventually drain our natural resources and our national wealth.

"To avoid that, we offer the services and facilities of our four major research bureaus, industrial chemistry, economic geology, business and engineering, as a public service organization."

The University of Texas names six great potentialities for future commercial and industrial development of Texas and the Southwest:

1. Chemical production
2. Marine food industry
3. Growing fruits and vegetables in the Rio Grande Valley
4. Natural gas and petroleum production
5. Development of ceramics
6. Commercial use of lignite coal of which the state has an estimated 23,000,000,000 tons, according to Prof. C. J. Eckhardt.

The chemical industry has already taken huge steps in southeast Texas in recent years, outstanding of which is the Dow Chemical Company plant at Freeport which extracts magnesium and other chemicals from the waters of the Gulf of Mexico.

Marine food and the growing of fruits and vegetables have proved their worth and are expected to make even greater advances.

Incidentally, Polyphase flash-freeze, which has already meant so much to industry, is a product of Dr. Luis H. Bartlett and associates of the University of Texas, born of necessity.

A few years ago when it looked as though an apple crop would be ruined because of a glutted market, Dr. Bartlett developed this machine which freezes fruits, vegetables and meats in small particles, rather than in blocks as other processes do.

In mid-1945 a $250,000 quick-freeze plant was opened at Brownsville, utilizing Dr. Bartlett's method, where many kinds of fruits and vegetables, also poultry, are frozen and distributed.

This story of the close cooperation of the University of Texas with industry might well be the story of other schools. In fact, a check of thousands of wartime research studies in 72 universities of the United States shows Texas eleventh. It is outranked by Michigan, Illinois, Pennsylvania State, California, Minnesota, Stanford, Purdue, Colorado, Illinois Institute of Technology, and Wisconsin.


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# How the War Ran Over Elkton

*(Continued from page 30)*

shift was done, she was ready for almost anything.

She went back to town—where no decent quarters awaited her—perhaps having to walk the tracks or down the highway with soldiers and sailors greeting her noisily. Cars from Wilmington and other towns would wait to pick her up and whirl her off to beer parlors and dancing.

This way of living took its toll. Going to work after such recreation, with little sleep, made the accident record climb. Output was low. Quality fared worse. Earnings went down.

Then the USO and the house mothers at the dormitories began to get in their work. They restrained her, gave her a quiet shelter. She left the plant at the end of her shift, went home and got her proper rest. They taught her how to take care of herself, how to dress, how to select clothes, how to dance, how to mix in company, how to plan and entertain.

And Elkton people, now awake, welcomed her on the street, in the stores, the churches and their homes. They even went to the USO and the dormitories to join in the gaiety. That victory was won.

## Work becomes better

MEANWHILE, the "plant," as the home folks now called it—with a noticeable hint of proud possession—was still expanding, still looking for workers. In 1943 when contracts were running on well-oiled bearings, War Manpower brought in 6,025 workers; even in the next year 5,960 were cleared for jobs.

Training was improved, increasing output per worker, improving quality, raising earnings, reducing accidents to a new low for that kind of plant and lifting the morale of all shifts.

The spring of 1945 came and, with it, whispers. War contracts were being terminated and cut back, the reports said, and some were running out. Would it hit Elkton? From wondering how they could keep going, day after day, and week after week, people in town and in the "plant" began to ask what they would do if it stopped. From tension to anxiety, and from carefree spending to worried inventories of resources, the workers swayed back and forth from day to day, and from hour to hour.

Then, May 28, it struck! On that





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Low-cost power is only one of the many advantages offered by Tennessee plant locations. Check the other basic advantages listed. Write for specific information and survey relating to your particular requirements. Ask for illustrated book: "Tennessee—Land of Industrial Advantages."

**Basic Advantages to Plant Locations in Tennessee**

★ An unsurpassed variety of major industrial minerals and agricultural products.

★ Inland waterway system of three great rivers for low-cost transportation to Midwest, Gulf, and World ports.

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★ An inexhaustible supply of industrially suitable water.

★ Excellent railway, highway, and airline transportation.

★ Opportunity for low-cost assemblage of raw materials or manufactured parts.

★ Cooperative skilled and semi-skilled native-born labor.

★ Uncongested plant sites near basic materials, river and rail terminals.

★ Ideal living conditions for both employer and employee.

★ Sound State tax structure. No personal earnings or sales taxes.

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PISGAH FOREST · NORTH CAROLINA

first day of the big lay-off the pay roll was 7,000. On June 8 it was 3,350. At the end of July it was 700.

Triumph was the thirtieth plant to win the Navy "E" award, and with thoughtful fitness, Secretary of the Navy Forrestal wrote a letter taking note of the closing. He commended the company for high quality and for help in improving techniques in loading, and called attention to the performance of 70 war contracts.

The war ran over Elkton. It flooded over both sides of the road out at Triumph Industries, and extended the fenced enclosures as far as you could see. You can see more clearly, now, because the parking lots are empty.

On the way down town, the dormitories, once gaily lighted and thronged, are quiet, window shades askew. A block from the main street the USO is locked and lifeless. Smoke rises from only a few of the 350 chimneys in wartime housing across the highway. A woman stands on the corner, and says to another:

"Remember how you used to wish Elkton would get back to normal?" She sweeps her hand toward the deserted intersection.

But Elkton will never get back to normal. There are too many reminders of the war days. The emptiness everywhere. The straining memory of overwhelming activity.

Hopes are raised now and then to recover some of the wartime bustle. A small paper plant is to take on 100 men, so the gossip runs. It is rumored that the Naval Training Station will become larger, a rehabilitation center, and sailors may again crowd the sidewalks. A report says a garment factory wants to come to town.

The end of the war meant peace and new activity to the country at large. Elkton came out of it like a robust man who has come through a wasting delirium and stalks abroad emaciated, lost in the clothes of his prosperity.

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Exposed to flame, the material will char but does not glow after the flame is withdrawn. It is so pliable it will not crack in a flexing machine test at 30 degrees below zero.

It will be available in various colors and finishes.

# About Our Authors

**G. B. Arthur:** Is a business man as well as a writer. Educated as an engineer, he has served as an officer of trade associations, sales and advertising manager of a construction machinery manufacturing concern, and assistant to the president of a lime and cement company. Entering government service with the beginning of the war, he became chief of OCR's steel section. He is now on WPB's surplus property committee.

**Lester Velie:** Began serious magazine writing about a year ago as a practical way to answer economic queries inspired by his radio program on a New York station. Since then his by-line has appeared in many of the leading publications. Native of the Mid-West he started writing for newspapers after his graduation from the University of Wisconsin. He is now associate editor of the New York *Journal of Commerce* but previous pay checks have come from the Associated Press, the *Literary Digest* and various New York dailies.

**Robert Selph Henry:** Born in Tennessee, writes with equal facility on the War Between the States and the railroads as a half dozen books demonstrate. His latest is "First with the Most Forrest," a biography of the Confederate cavalry leader. He is assistant to the president of the Association of American Railroads. He has been a captain of field artillery in the First World War and a practicing attorney in Nashville.

**Florence Brobeck:** Started writing while in Ohio State University and continued right across this country and Europe covering such diverse subjects as cats, architecture and cooking. She has been women's editor of the New York *Herald Tribune* and *McCall's* magazine. She is now with *American Weekly*. She also edits books and speaks on the radio. Betweenwhiles she is writing a new cook book—her third—which will be published in January.

**Maj. Alfred Fleishman:** Is Chief, Special Projects Branch, Convalescent Services Division, Office of the Air Surgeon.

**Garland R. Farmer:** Is editor of the Henderson (Texas) *Times*.

**C. C. Campbell, Oliver Hoyem, Gerald Movius, Jack B. Wallach, Edwin Ware Hullinger** and **Carlisle Bargeron** are old friends of our readers.





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# LOOKING UP THE TRACKS



**To Demobilization** To you returning Veterans we feel the same urgent responsibility for getting you Home as we did for getting you to the Front. There are inspiration and satisfaction in the happy ending of a job that only yesterday had nothing but the grimmest aspects. Count on us to keep the supply lines open and to serve you faithfully.



**To Reconversion** To Industry we say it is our purpose to gear our operations with yours, in order to smooth and shorten the route to Reconversion and Peacetime Commerce. We will provide the type of transportation required by manufacturers for the prompt delivery of needed raw material and for the economic distribution of finished goods.



**To Modernization** To Travelers, as soon as demobilization permits, we pledge a full and quick transition of passenger service—tuned to the times and to the traditions of The Milwaukee Road . . . To old friends, who at times relinquished their privilege to travel in their accustomed style, we convey our gratitude for their patience and understanding . . . Good days of comfort and hospitality for all Milwaukee Road patrons are ahead.



The Milwaukee Road looks forward to being unceasingly busy in performing these jobs. A long-term program of development and modernization of plant and facilities is being carried forward. Later plans, now in the making, will be progressively unfolded.

Look up the track! The signals say "All clear!" Let's go!

CHICAGO MILWAUKEE ST. PAUL AND PACIFIC

**THE MILWAUKEE ROAD**

# Capital Scenes . . . *and What's Behind Them*

## Bull market in bitters

FOR some years Congressional spenders have been keeping Pain Killer in the drinking fountains. One swig and life was bright and gay. Now it is beginning to look as though the regimen will be calomel and pickles. Painful, without doubt, and probably noisy, but it may help the patient toward a cure. So many investigations are being readied on Capitol Hill that it's just appalling.

"There were 136 investigating committees after the First World War," said Senator Mead, D., N. Y. "Or maybe 126. This war was four times as big."

The comforting fact is that Congress may not be as inclined to scuttle down the partisan alleys as it has been at periods of the past. The war and the cost and a future as uncertain as a Hollywood wedding has dampened down some of the more prodigious orators. Beside that, no congressman has time to spare for many didoes. Senator Ellender, D., La., probably spoke for all when he said he did not attempt to read one bill in 20. They work like millhands.

## Surplus property abroad

NO ONE knows how much surplus property our Army left behind when most of it came home from Germany, or what it was or where it was or what was done with it. That was a perfectly natural confusion. The business of the producing agencies was to provide the Army and Navy with more of everything than they would probably need.




This was done, thanks to the incredible performance of American industry.

Now it has been found out that some of the records could have been as well kept by the infants in a Dame's School. Some were apparently not kept at all. What happened to some millions of dollars' worth is known and what happened to other millions of dollars' worth may never be known. Did we walk out of immensely costly installations and leave them for our Allies, or did we make some kind of a trade and with whom? The Mead Committee observes in effect that it is no good telling it—the Committee—that we were too busy to keep records. The British kept records, all right. They often refused to inform us of their totals. They even scissored informative figures out of printed catalogs. The implication is that, when the time comes to make up a counter-lend-lease bill, the British will be in a pleasant place.

## Why Byrnes left home

ONE result is that Secretary of State Byrnes is burrowing under the surface in the current effort to reshape the State Department. It is always easy to get rid of the topjacks. The mere suggestion that Archibald MacLeish's poems could not be hummed in the Ozarks was enough to send that litterateur tossing on his way. (Leaving behind, incidentally, the large group of subartists he brought into the Department on his sustaining program and which will likely be in the wainscoting for years. Working reporters know little about them. For years they have been accustomed to go to Michael MacDermott, press chief, and his four or five assistants when they wanted to know.) Nelson Rockefeller hurtled after Mr. MacLeish when his plan to provide Argentina with love and kisses soured on Mr. Byrnes. Topjacks may come and go and the only apparent effect is that different names are signed to the mimeo releases.

## Roots of the matter

IF Mr. Byrnes can root out the inconspicuous, smart, fastworking subordinates, he will have done something no previous Secretary has ever succeeded in doing. The Mead Committee remarks over and over again that the Department was not on the job in Europe. It did not protect American interests. It was pushed around.

No one who knows the pale-eyed, soft-spoken, self-possessed Mr. Byrnes can imagine that he will be pushed around. He is said to have a way of filling his pockets with embarrassingly ostentatious chips when he plays poker. He gives no needless offense. No one knows he has 'em until he cashes in.

## Thought for the day

FOUR scientists, smoking short pipes, calm as all get out, mildly wrinkled in seersuckers, talked in the Cosmos Club. The club is heavily engined in the science department. It is known in intellectual circles all over the world. Those near enough uncurled and listened:

"It is theoretically possible," said one, "with the new fuels which will be available, to shoot a rocket and hit the moon with an atomic bomb. Maybe blow it up."

It's a good bet that it can't be done. You can't lose.

## If it's old, skip it

IT WAS of "Jimmy" Byrnes that President Truman told his story——

"You can't tell about Byrnes. Ever hear the story about the Archbishop of Canterbury?"



Two men saw a well set up man in a shovel hat and episcopal gaiters walking down a by-street in London. One of them addressed him:

"Pardon me, sir. This is an impertinent question, but my friend and I are in disagreement. Are you not the Archbishop of Canterbury?"

The man in pontificals replied:

"None of your damned business."

## Speculation in science

WHAT will be the future value of the world's armies and navies if an atomic bomb can burn a fleet of battleships into a thin blue haze or catch an army in the field and cook it under glass? Congress will have to work that out. It is certain that this country will never be permitted to return to its prewar state of lamb weakness and there are plenty of men in Congress who have little faith in the protection of the Charter.

But if this atomic bomb in its next series could make just a fish fry out of the Navy and burn an entire Army in a single pop, what's the use of anything except more atomic bombs? The question is on the congressional agenda. It might almost be said it is the agenda.

## Something doing in REA

IT MAY be just gossip, but the word goes round that whatever is wrong in REA must be cured——

Onlookers are asked to pick their own troubles. Space is short——

Or REA might conceivably go on the rocks. Farmers could, if they wish, set up their cooperatives without recourse to Government. They could pull their co-ops out of REA. They could sell out to the private utilities. The new baby diesels on the farms might substitute for long power lines. . . . REA may be free of politics of the national kind but farmers who come to Washington bang on the table when they tell about it. A. M. Pritchett of Pacific, Mo., said of the confusion:

"It makes me think of a chunk drifting down the river with 10,000 ants on it and every ant thinks he is steering."

## Some admirals know

THE story goes that a naval officer was directed to study a certain naval activity:

"Abolish it," he reported to the Ad-

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miral. "It is a waste of money and effort."

"You're not an Annapolis man," said the Admiral. "No Annapolis man would abolish anything."

### Japanese are unpredictable

SENATOR "Tommy" Hart of Connecticut would watch the Japs like a henhawk.



He knows them like the neighbor's boy knows the apple orchard. He was Admiral Hart in Pacific waters until he was retired for age. The war came, he was called back, and retired for age again. He does not count any Japanese chickens until they are hatched.

Personal note: from any angle he looks to be about 19; face weathered by years at sea, eyes brown and bright as a chipmunk's, light on his feet as a featherweight

### In re "Bill" Donovan

MAJ. GEN. WILLIAM J. DONOVAN, chief of the Office of Strategic Services—it has been called the cloak and dagger department—has changed a bit during the war. He used to be a slim, black-haired, lively lad. Now his waistline has thickened and his hair is gray and his face ruddier than it used to be. He still wears that expression of benignity which somewhat suggests a parish priest to whom you would like to talk under a grape arbor. He's benign, all right, and friendly, but those who go in for first impressions are advised to beware. His men in the First World War loved him, but they never tried shenanigans. His Irishmen from New York invented a phrase for him, which was later applied to many another good soldier:

"He's a s.o.b.——but he's *our* s.o.b."

And if that isn't a compliment from a soldier there never was one.

### We'll know more next time

DURING the First World War a tough old major in the Army War College said our Intelligence Service abroad——G2 if one must be technical——



"Had the best list of telephone numbers in Europe——"

The best information our Army got at that time was from the British Intelligence. Its men were on the ball. When the Second War broke out our intelligence service had been permitted to go to pot along with the rest of the armed forces. It was built up during the war until in the last year or so it was as good as the best, and furlongs ahead of the much-novelized German secret service. Congress will be asked to create an Intelligence Service to function during the presumably peaceful years to come and it is regarded as probable that the request will be granted. It is during peace that we should be well informed. For the first time in our national life we know now what it is all about.

### Report from a congressman

"THEY came into my office," said the congressman, "four of 'em abreast, and so full of energy you couldn't hold 'em. They ganged on me like horseflies. They told me I'd got to get busy and stop this F.E.P.C. bill that would sap the life out of us if it became a law:

" 'We demand this,' they said. 'It's your duty, Congressman. You gotta play ball.' "

So he told 'em, said the Congressman:

"Four of you, all business men, leaders in your communities, two of you delegates to the last Democratic national convention and two of you to the Republican convention, and this very same bill or a facsimile was put in your two platforms. And did any one of you raise a yip about it? You did not. You cheered your fat little heads off for it. You were so full of nobility that you shone like seals. You hated that bill then, just as you do now, but you didn't peep. And now you try to put the bee on me——

"I ain't a-goin' to play. I'll not be afraid of you until you quit dodging."

### About that honeymoon

THE Senator said he has a nice little pair of neighbors. He likes 'em better now than he did when they were first married:

"They love each other, all right, but they don't kiss on the front steps each morning. The wife gets back to her dishes."

They make him think of Harry Truman, he said. The Senator called the President Harry. So do all the other oldtimers on The Hill. It's a kind of a rite. Shows they knew him when. He used to drop in to Truman's office now and then, and they would have a little chat and maybe a mild snort of Bourbon. No one thought of Truman then as any ball of fire. Not even Truman. He used to say that what he wanted to do was to get along nice and friendly with his neighbors. He never made an enemy if he could avoid it. Couldn't be pushed around, though.

These recollections led the Senator to say that the cries of some of the political commentators and the radio boys that Truman's honeymoon with Congress is over make him kind of sick. It never was a honeymoon. His friends on The Hill were happy that he had had a stroke of luck, and things are now back to normal, as they should be. Truman will lose a decision now and then and then win one. All in good humor. The Senator wishes these commentating lads would calm down.



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